

FINANCIAL TIMES

World News

European Parliament attacks boat people policy

The European Parliament condemned the British Government's possible repatriation of 51 Vietnamese boat people from Hong Kong this week and urged it to abandon the policy. Page 4

**Bundesbank plan** The Bundesbank, West Germany's central bank, set a money supply target for 1990 that made clear its determination to hold down domestic inflation, while also stressing price stability as its main priority for a European Monetary System. Page 20

**US defends policy** The US vigorously rebuffed criticism of its trade policy by the secretary of the General Agreement on Tariffs and Trade. Page 20

**Secret police may go** The East German National Security Office, which runs the country's secret service, is likely to be broken up or dissolved as part of the new government's efforts to present a reformist face. Page 2

**Chile's likely winner** Patricio Aylwin, Chile's opposition presidential candidate, appeared to be the likely winner in the three-man presidential contest. Page 3

**Mexico's new law** Foreign participation in Mexico's state-owned commercial banks is to be permitted under legislation approved by the Chamber of Deputies. Page 3

**Airline warning** Managers between leading airlines and airport charges at key European airports threaten to undermine the benefits of liberalisation, warns the Air Transport Users' Committee. Page 8

**US food warning** The United States' biggest food aid agency warned that a huge shortfall in contributions will make it unable to honour commitments to send food to hundreds of thousands of people in 1990.

**Car union in pay row** West Germany's largest trade union is threatening an overtime ban against the nation's powerful car industry in a battle starting next month to win higher pay and shorter working hours.

**Travel talks collapse** The plan for West Germany, France and the Benelux countries to sign an immigration and police co-operation pact today, designed to end frontier checks on travellers between the five countries, has collapsed. Page 2

**EC transport grants** EC announced \$66m worth of transport grants to help make the border-free single market planned after 1992 a practical reality.

**Israel arms cut call** Israel's central bank chief ignited controversy by calling for cuts in the country's massive defence spending, citing evidence that Syria and Jordan had reduced their military outlays.

**A1 price for 1A** Car number plate 1A was sold at Christie's auction house in London for £160,000 (\$254,400) as the Department of Transport for the first time sold off some of its so-called "classic" licence plate numbers. Page 7

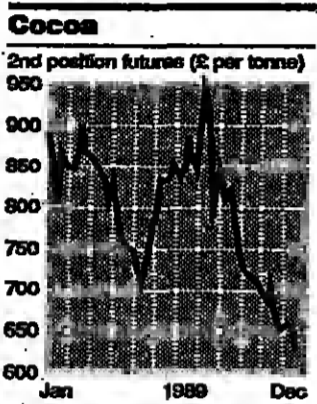
We apologise that unit trust prices and certain other tabular information in today's paper have not been updated due to technical problems.

Business Summary

Swissair and Singapore Airlines form alliance

SWISSAIR signed a long-term co-operation pact with Singapore Airlines which is expected to lead to an exchange of equity between the two airlines. The two companies said they had agreed to work towards an exchange of up to 5 per cent of each other's capital within the next 12 months to cement their wide-ranging co-operation deal. Page 21

**COCOA PRICES** sank to fresh 14-year lows on the London Futures and Options Exchange as reports circulated of large producer sales. One rumour



suggested that a leading French trading house had clinched a deal for 60,000 tonnes with the Ivory Coast, world's biggest producer. Page 24

**MATRA**, French electronics group, plans to merge its space activities with those of GEC Marconi of the UK, space and defence electronics group. Page 21

**JAPANESE** Ministry of Finance published rules to govern the entry of foreign companies into the fast-growing investment trust industry in the latest step to liberalising Tokyo's financial markets. Page 24

**BYE NILEX**, Australian industrial group, is carrying out a \$600m (363m) takeover exercise partly funded by BTR. UK conglomerate which owns 64 per cent of its shares. Page 21

**BOND** Corporation has agreed to sell the St Moritz Hotel in New York City to FAI Insurance of Australia, general insurance group, for \$175m. Page 22

**KOOR** Industries, struggling trade union-owned Israeli group, has failed to win a \$125m write-off from its creditors. Page 22

**GREECE** requested a one-year delay in complying with a European Community directive lifting restrictions on capital outflow so that Greeks can export drachmas freely for investment abroad. Page 2

**MESA** Limited Partnership, energy company controlled by Texas corporate raider T. Boone Pickens, plans to suspend common dividends because of insufficient cash flow from its natural gas business. Page 22

**INTERNATIONAL** Finance Corporation, affiliate of the World Bank which concentrates on private sector investment, has signed an agreement with NMB Postbank of the Netherlands to provide finance for small and medium-sized projects in developing countries. Page 24

**PHILIPP HOLZMANN**, big West German builder whose shares have risen sharply on building euphoria following the political changes in East Germany, is launching a one-for-four rights issue to raise DM588m (\$194m). Page 23

**QML**, London arm of the expansionist Swedish electronic options and futures exchange, begins today after becoming the first foreign exchange to receive recognition to trade in the UK.

Hopes rise for early treaty on conventional arms cuts

By Robert Mauffner, Diplomatic Correspondent, in Brussels

THE PROSPECTS for an East-West agreement to cut conventional forces in Europe by the second half of next year improved greatly yesterday when the Nato and Warsaw Pact alliances both put forward separate proposals in Vienna. The timing would meet the target set by US President George Bush and President Mikhail Gorbachev of the Soviet Union at their meeting in Malta earlier this month. The decision by Nato foreign ministers to table their proposals in Vienna was made in spite of a long-running Greek-Turkish dispute which has been holding them up. However, the Warsaw Pact stole a march on Nato by presenting its own proposals earlier in the day.



British Foreign Secretary Douglas Hurd (left) makes a point to US Secretary of State James Baker (right) at yesterday's meeting of the alliance.

Although Greek objections to the proposed expansion of the southern Turkish port of Mersin, from which the 1974 Turkish invasion of Cyprus was launched, have not been overcome, Nato has decided not to delay the conventional forces in Europe (CFE) negotiations any longer over this issue. The Western allies have decided to table a draft CFE treaty which will specify that some problems, including a disagreement over tank definitions involving the UK, still remain to be solved.

Nato has proposed equal ceilings for each side for the main categories of offensive weapons, including 20,000 for battle tanks, 16,500 for artillery pieces, 28,000 for armoured troop carriers, 5,700 for combat aircraft and 1,900 for helicopters.

It has also proposed an equal level for US and Soviet-stationed troops in Europe of 375,000. Apart from artillery and troops, these are similar to the ceilings proposed by the Warsaw Pact, but substantial disagreements over definitions of weapons remain. The go-ahead for the CFE negotiations comes at an opportune moment. Mr Edvard Shevardnadze, the Soviet Foreign Minister who will be in Brussels next week for the signature of a Soviet-EC co-operation agreement, is due to have talks with Mr Manfred Wörner, Nato Secretary-General, next week. The meeting will be the first at the Nato headquarters in the city between a Warsaw Pact Minister and the Western alliance's top official. The discussions are due to range over much of the agenda of the two-day Nato foreign ministers' meeting which started yesterday. Arms control will figure prominently in the talks, as will the proposed transformation of Nato and the Warsaw Pact from mainly military alliances into more political organisations responsible for managing East-West relations.

Mr Shevardnadze is expected to reiterate Mr Gorbachev's proposal for a second summit conference in Helsinki, where the so-called Helsinki accords were signed in 1975. The aim of such a conference, in the eyes of Moscow, would be to discuss ways of replacing the present system of hostile military blocs in Europe with a pan-European security system embracing both Western and Eastern Europe. Although Nato ministers may not want to go that far, they are expected in their final communiqué today to accept the principle of a summit of the 35-member nations of the Conference on Security and Co-operation in Europe (CSCE), Continued on Page 20

Ryzhkov's strategy manages to offend everyone

By Quentin Peel in Moscow

WHEN Mr Nikolai Ryzhkov, Soviet Prime Minister, sat down from his presentation of the future of the Soviet economy, an almost perceptible groan went through the Congress of People's Deputies. His speech was full of statistics, talk of resource allocation, wishful thinking about production and penalties for failures to perform. It could almost have been made 10 years ago. He suggested a huge switch of investment from heavy industry to consumer goods production, by central command, to meet the popular resentment over perestroika. The radicals deplored its lack of commitment to accelerated reform, a market economy, the use of economic signals, instead of administrative instructions. Worse, they saw the administrative apparatus being strengthened by the use of planning orders to tackle the immediate crisis. The conservatives thought it did not go far enough. It still paid strong lip service to a market economy - albeit a "socialist market". Mr Ryzhkov rejected the concept of private property, and wholesale "denationalisation", but he still talked about a multiplicity of property relations. And he rejected an outright rationing system. So what was he up to? Was he trying to walk a careful middle path between radical reform and open retreat? Or was he really slipping back into the old ways to appease a conservative backlash?

The truth is he was trying to reconcile two irreconcilable paths, and he came up with a thoroughly uncomfortable compromise. As a result he offended practically everyone. The two economic heavyweights in the Soviet Government are Mr Yuri Maslyukov, first deputy prime minister, full member of the Communist Party Politburo, and chairman of Gosplan, the state planning committee; and Dr Leonid Abalkin, academic economist, and deputy premier in charge of economic reform. Dr Abalkin last month produced a programme which for the first time laid down a reasonably clear strategy for moving from the present half-baked central planning structure. The key to the programme was the proposed replacement of the plan. Continued on Page 20 Editorial Comment, Page 18

UK launch expected of Eurobond backed by LBO loans

By Andrew Freeman in London

THE FIRST public Eurobond backed by bank loans which have financed US leveraged buy-outs is expected to be launched today in London. A diversified portfolio of LBO loans, including names such as RJR Nabisco and Black & Decker, underlies the \$820m transaction. The purpose of securing the loans is to remove them from the balance sheet of the lending banks, thereby freeing up capital and reducing their exposure to the LBO market. Banks' LBO lending has been under growing scrutiny from the Federal Reserve and banking regulators amid fears that they are becoming overexposed to this high-risk sector. If an international market develops in the repackaged securities, this could represent a convenient method for the banks to reduce their LBO loans. Such loans have been securitised before in the US, but this is thought to be the first time to be marketed publicly to international investors. The eight-year issue will be brought via a specially-created vehicle in four tranches by BNP Capital Markets, the London securities subsidiary of Banque Nationale de Paris. The bank yesterday declined to comment on the deal, and would not specify which banks own the portfolio of loans. A single \$500m tranche will carry a credit guarantee from Financial Securities Assurance (FSA), a US company specialising in guaranteeing repayments of securities in deals backed by financial assets. This gives the tranche the highest possible triple-A credit rating. It is likely to have a yield of around 7% over one-month London interbank offered rates. The three remaining tranches carry higher margins, but have lower ratings and are riskier. The smallest and riskiest tranche of \$20m has no credit rating, and offers a huge yield of 20 percentage points over Libor, thought to be one of the largest margins ever offered to investors. This tranche would be the first to stop paying interest in case of default on any of the underlying loans. Two intermediate slices of \$60m carry margins of 0.75 and 2.75 percentage points, and are rated triple-B and single-B respectively. Eurobonds, Page 28

Bulgarians demand political reforms

By Judy Dempsey in Sofia

TENS OF thousands of Bulgarians yesterday surrounded the parliament, demanding free elections and the resignation of the Communist-dominated Government and the Communist Party leadership. Deputies, uncertain about their political future, convened to consider the ruling party's future, draw up an electoral law and dismiss Mr Georgi Tanev, the Interior Minister. Meanwhile demonstrators booted, whistled and waved their fists. The protesters shouted: "Sofia, Prague, Berlin," signalling their determination that the political reforms which have transformed the rest of Eastern Europe in the past few weeks should be fully extended to Bulgaria. The Central Committee of Bulgaria's Communist Party decided earlier this week that the party's leading role should be deleted from the constitution. Legislators yesterday approved that decision in principle but said any immediate move to implement it would be unconstitutional. The crowds, among whom no clear leaders were apparent, appeared convinced that continuing pressure was the only means to prevent any backsliding by the party and Government. The demonstration was a

strong indication that the citizens of Bulgaria, long an unquestioning Soviet ally with relatively weak democratic traditions compared with those of central Europe, are not prepared to be left on the sidelines of East European reform. The protest also suggested that the personnel changes at the top of the ruling party, which have followed last month's ousting of Mr Todor Zhivkov, the veteran leader, by Mr Petar Mladenov, Communist reformer, may not be enough to satisfy Bulgarian public opinion. The ruling party's efforts to win over the population will be tested next year when the party faces the electorate in the first free elections since the Communist coup in September 1944. The ascendancy of the reformers was confirmed earlier this week during one of the most heated Central Committee sessions for years, when it blocked last-minute attempts by the conservative provincial party secretaries to postpone the decision to delete the leading role until the party congress in March. The Subranic (Parliament) is due to debate the clause from the constitution. However, Mr Stanko Todorov, Speaker of Parliament, said the issue could be voted on only next month, for constitutional reasons.

Officials in Falklands fiasco

By Gary Mead in Buenos Aires and Richard Donkin in London

CIVIL servants who held senior administrative roles in Britain's Falkland Islands colony have been severely criticised in a government report which catalogues a series of financial blunders in a fishing company that contributed to losses of between £25m and £30m of UK taxpayers' money. The report, by Mr Stewart Boyd QC, which follows an inquiry, has just been published in the UK without official comment. Listing the failures of what has become known in the islands as the "Seamount Affair", Mr Boyd described one of the senior officials involved as "seriously neglectful". He said Mr Brian Cummings, a former chief executive of the Falkland Islands site in the 1982 UK-Argentine conflict in the South Atlantic who was sufficiently senior to deputise for the Governor, was "glib, evasive and unreliable as a witness" in the inquiry into the affair. The report said there had been a serious error of judgment in a decision by Mr Cummings to make a visit with his wife to a Spanish hotel owned by a business connected to one company that was fishing off the Falklands. The visit meant that he was away from the islands at an important time when business and licence arrangements were being negotiated. The report also highlighted concerns about "first-class travel and over-lavish accommodation and other expenditure" on fact-finding trips made by some of the civil servants to the Far East. Mr Cummings, who went to the Falklands from the Civil Service in Northern Ireland, has since left the Civil Service to become an independent fisheries consultant. He was at one time chairman of Stanley Fisheries, a company set up by the Falkland Islands Development Corporation. The corporation was set up in 1982 on the imposition of a 150-mile fishing conservation zone established around the islands in 1986. The idea was that Stanley Fisheries would enter into joint ventures with fishing companies wanting for aquid. The attraction for independent trawling companies was that by entering such arrangements they would secure the licences they needed to fish within the zone. One of the joint ventures, however, with Seaboard Offshore, an Aberdeen company that runs converted trawlers to service rigs in the North Sea, went disastrously wrong when Seamount, the joint venture company formed by Stanley Fisheries and Seaboard, became seriously overexposed to loans and it defaulted. The total losses are still not known but are reckoned to be upwards of £25m. While Seaboard could claim to be the "second largest fishing vessel owning company" in the UK, the report said it was not made clear by civil servants that it did not actually fish for anything before the proposed venture. The 17 or 18 joint ventures in the Falklands, most of them fishing schemes, are now being wound up at a loss, according to Mr David Lang, the Attorney General for the islands, of between £25m and £30m. Background, Page 7

MARKETS

Table with columns for STRADING, DOLLAR, STOCK INDEXES, and other market data. Includes values for New York, London, and various indices.

CONTENTS

Table of contents listing various articles and their page numbers, including 'Fraga is down but certainly not out of Spanish politics', 'Rio de Janeiro: Brazilian voters in a fever for change', etc.



CHRONOMAT Available in 18 ct. Gold, Steel and Yellow Metal or Steel

Available in London: CARRINGTON at SELFRIDGES 01-629 1234, HARRODS WATCH DEPARTMENT 01-730 1234, MAPPIN & WEBB 01-584 9361, MAPPIN & WEBB 01-248 6661, THE WATCH GALLERY 01-581 3239 and other leading jewellers throughout Great Britain.



EUROPEAN NEWS

Czech officials' corruption as great as in E Germany, report says

By Leslie Collitt

SENIOR Czechoslovak officials have disclosed details of corruption in the highest levels of the Communist Party and Government which match or even exceed that being exposed to East Germany.

Members of the ruling Czechoslovak Party Praesidium (Politburo), Central Committee department heads and senior Government and Federal Assembly officials were until recently lavishly supplied from the West with everything from microwave ovens and furnishings to milk (local milk contained impurities).

Czechoslovak embassies in the West functioned as a conduit through which the illegal purchases were made. One official, who did not want to be named, said the embassies employed, and in some cases still employ, diplomats who were actually purchasing agents for an innocuously named "Supply" agency in Prague's 7th District which was dubbed "Luborka" (lab) by residents of the area.

Many of them were forced to leave because of their opposition to the party after the Communist takeover in 1948 and the Soviet-led occupation in 1968. Lists of these "circumvented" homes regularly circulated among top officials to each other (district) of the country. Thousands of these end homes which belonged to emigres were, and in some cases still are, occupied by senior functionaries the officials said.

"It is macabre" one of them remarked. "In 1939 the Jewish residents of Jevany and others were driven out by the Nazis. In 1948 their homes were taken over by the Communists and in 1988 the new party leadership under Husak moved to or built their own plush weekend houses."

Another son of Mr Jakes was deeply involved in already dealt with according to the officials. He was an official of MON, an international journalist organisation based in Prague. MON had a monopoly on foreign advertising in Czechoslovakia and the bank currency proceeds were used by the younger Jakes to purchase expensive video recorders and colour TV sets which made their way into the homes of a monopoly board" the officials said.

Carli says BNL's Rome headquarters involved in scandal

By John Wyles in Rome

MR GUIDO CARLI, Italy's Treasury Minister, yesterday gave the first official confirmation that managers at the Rome headquarters of Banca Nazionale del Lavoro were involved in channelling some of the \$2,857bn of unauthorised loan commitments made to Iraq by the bank's branch at Atlanta, Georgia.

involved were being sent to Rome, he added. The minister said that total unauthorised commitments made by the Atlanta branch amounted to \$2,857bn; hitherto the total had been thought to be \$2bn. He said they fell into four categories: \$1,788bn in favour of the Iraq central bank and the Rafidain Bank of Baghdad, \$520m of letters of credit, some unused, issued by the central bank, \$45m for various beneficiaries but attributed by Atlanta to Rafidain and \$500m in favour of different clients and banks.

Warnings over quick steps to reunification

By Leslie Collitt and David Marsh in East Berlin

EAST AND West German leaders stepped up warnings against encouraging dangerous sentiments to East Germany for a quick reunification with West Germany.

Bonn wants rules eased on transfer of technology

By David Marsh in East Berlin

MR HELMUT HAUSMANN, the West German Economics Minister, yesterday called for relaxation of rules on East-West technology transfer to help give trade and industry between the two countries a new perspective.



East German Economics Minister Christa Luff with her Bonn counterpart Helmut Haussmann

Speaking after a day of talks with ministers from the new East German Government, he said an agreement on setting up an Economic Commission between the two countries would probably be signed when Chancellor Helmut Kohl meets Mr Hans Modrow, the East German Prime Minister, in Dresden next week.

Both sides declared themselves satisfied last night with the talks, which focused particularly on West German companies co-operating with the East in areas like medical technology, electronic control systems, energy, and environmental technology. The East German Government yesterday reiterated its desire to import more electricity from West Germany in order to cut its dependence on heavily polluting lignite-fired power stations.

Legal changes are expected to be made by both countries by next February to allow joint ventures and to protect West German investments in East Germany.

E Germany set to dissolve state security apparatus

By David Marsh

THE EAST GERMAN National Security Office, which runs the country's secret service, is likely to be broken up or dissolved as part of the new Government's efforts to present a reformist face to the public.

Yesterday's cabinet meeting discussed the proposal to scrap the Office, put forward at a round-table meeting with opposition groupings last week. Although the Office's press department said it believed its activities were being wound up, the Government has decided not to announce any decision until Monday.

Plain-clothed employees of the hated "Stasi" - whose name was changed this autumn from the Ministry of State Security - were bitter yesterday about the expected eclipse of their institution. The state security apparatus, which has been responsible for thousands of cases of brutality against ordinary East Germans, has been in the eye of the East German revolution since last October.

Stasi, said: "Not all areas need to be dissolved. We need to differentiate." Mr Wolfgang Meyer, the government spokesman, said East Germany would continue to need to satisfy its "demand for security." This was taken to mean that some of the Stasi's activities, above all in the espionage field, may be transferred to other ministries.

Mr Rolf Schneider, the well-known East German journalist, said yesterday that the state security headquarters could be sold to Springer, the West German conservative newspaper group. He added sardonically that the agents now seeking jobs could be sent off to Third World countries as part of East Germany's development aid.

Another sign of reformist pressures came from Mr Manfred Gerlach, the interim state president and head of the East German Liberal Party. He said that the old federal structure of East Germany, dissolved in the early 1950s, should be resurrected under the new constitution likely to be in place by the second half of next year.

Signing of Schengen pact on frontiers postponed

By David Goodhart in Bonn, David Buchan in Brussels and Laura Raun in Amsterdam

THE PLAN for West Germany, France and the Benelux countries to sign an immigration and police co-operation pact today, designed to end frontier checks on travellers between the five countries, has collapsed.

Prime Minister Rutud Lubbers of the Netherlands yesterday revealed that Chancellor Helmut Kohl had requested a seven-hour postponement of the signing of the pact between the so-called Schengen group of countries "in the light of developments in, and with, East Germany".

Sweden announces action to tackle labour shortage

By Robert Taylor in Stockholm

THE Swedish Government yesterday announced the first steps in an offensive designed to deal with the chronic shortage of workers in a country where registered unemployment is just 1.4 per cent and sickness absenteeism high.

Mr Ingvar Carlsson, the Prime Minister, said the Government wanted to bring many of the estimated 500,000 people who are neither unemployed nor at work but allegedly sick in early retirement back into jobs.

The figures suggest that Sweden has the sickest workers in the world. Sickness, work accident insurance and premature retirement cost an estimated SKr45bn (A\$5m) last year, or 4 per cent of Sweden's gross national product.

From October 1991, it is stopping all early pension entitlement for people who say they cannot work because there is no job for them to do. The latest estimate is that 14,000 of the 346,000 early retirees are in that category.

The average Swede takes 26 days a year off work on top of the annual five to six weeks of legal holiday entitlement. July will rehabilitate physically or mentally sick people through training and education for jobs. It is also expected to help finance workplace improvements to reduce labour turnover and absenteeism.

In a crackdown on abuses of the social security system, the Government has decided to make employers directly responsible for calculating their workers' sick pay entitlement to ensure that employees cannot, as some do now, both work and claim sick benefit.

Polish budget foresees big cut in incomes

By Christopher Bobinski in Warsaw

THE DRAFT budget accepted by Poland's Government assumes a 25 per cent drop in real incomes next year, as plans designed to combat inflation are brought into force.

Greece requests delay on free capital outflow

By Kevin Hope in Athens

GREECE HAS requested a one-year delay in complying with a European Community directive lifting restrictions on capital outflow so that Greeks can export drachmas freely for investment abroad.

Sweden announces action to tackle labour shortage

THE Swedish Government yesterday announced the first steps in an offensive designed to deal with the chronic shortage of workers in a country where registered unemployment is just 1.4 per cent and sickness absenteeism high.

Mr Ingvar Carlsson, the Prime Minister, said the Government wanted to bring many of the estimated 500,000 people who are neither unemployed nor at work but allegedly sick in early retirement back into jobs.

The figures suggest that Sweden has the sickest workers in the world. Sickness, work accident insurance and premature retirement cost an estimated SKr45bn (A\$5m) last year, or 4 per cent of Sweden's gross national product.

From October 1991, it is stopping all early pension entitlement for people who say they cannot work because there is no job for them to do. The latest estimate is that 14,000 of the 346,000 early retirees are in that category.

The average Swede takes 26 days a year off work on top of the annual five to six weeks of legal holiday entitlement. July will rehabilitate physically or mentally sick people through training and education for jobs. It is also expected to help finance workplace improvements to reduce labour turnover and absenteeism.

In a crackdown on abuses of the social security system, the Government has decided to make employers directly responsible for calculating their workers' sick pay entitlement to ensure that employees cannot, as some do now, both work and claim sick benefit.

Fraga is down but certainly not out of Spanish politics

Peter Bruce follows the veteran leader of the main national opposition party on the campaign trail in Galicia

MANUEL Fraga Iribarne is no quitter. At the start of a speech in London recently he developed a fierce nose bleed and friends still remember with awe how he put a handkerchief to it and calmly carried on talking.

He has come home. His Galician father and French Basque mother met in Cuba, married in France and had him in what remains one of Spain's most impoverished corners. Mr Fraga has spent a long time away from Galicia's ramorous politics but it has been easy to slip back. "I not only speak Galician," he says, "but I have done my whole campaign in Galicia."

Don Manuel is running in next Sunday's election for the leadership of Galicia's regional government and all the polls have him winning, though perhaps not with the overall majority he badly needs.

Mr Fraga has always argued that he was a benign influence as Franco's chief censor. "Many people, hundreds, still in politics today, had official jobs under Franco," he says. "It is not a question of age. The problem is what people did. I will not accept that anyone did better in the 1986 general election, he turned the party over to a younger man with no burden of the past and shuffled off to the European Parliament."

place, Franco was Galician and so were Fidel Castro's parents who, like Mr Fraga's, emigrated to Cuba. "You have to remember that we are on the Celtic fringe of Spain," he says, as though that might explain the Castro boy.

It is harder to deal with the pragmatic Socialists now in control of Spain, though there is some comfort to the fact that Mr Gonzalez's conventional capitalist economic policies and his decision to stay in Nato are traditional conservative positions. Mr Gonzalez plays to the natural majority, too, leaving conservatives to attack him on style.



Fraga: grand old man of the political right

At present purchases of securities issued by the Community or the European Investment Bank are limited to an annual total of Ecu50m (A\$6.5m). Travel allowances for tourists are limited to \$800 a trip, but there are no restrictions on business expenses abroad.







OVERSEAS NEWS

European Parliament condemns repatriation

By Our Foreign Staff

THE European Parliament yesterday condemned the British government's forcible repatriation of 51 Vietnamese boat people...



Vietnamese boat people in a Hong Kong refugee camp protesting yesterday against forcible repatriation

There are frequent outbreaks of violence between different groups of boat people and there is a risk that an isolated incident will spark trouble.

The man who tried to commit suicide yesterday had been locked in a cell after being accused with another man of robbery. He had claimed he was innocent. The other man set fire to his blankets and guards rescued them both.

HK nightmare for Mrs Thatcher

HONG KONG is turning into Mrs Margaret Thatcher's foreign policy nightmare. With international outrage over the start of forcible repatriation of Vietnamese refugees...

They will be virtually worthless, except as travel documents. This has resulted in a rapidly escalating flight of talent from the colony...

Some argued for 80,000, while a recent survey by Eric Winkler indicated that the minimum number of people who should have full rights of abode was around 215,000...

Robin Pauley looks at the question of passports for Hong Kong citizens ahead of the return of the colony to China

Mr Hurd visits Hong Kong at the end of January and ministers are likely to announce it immediately before the Christmas recess...

That makes 85 points. The remaining 15 are used as a "kinship bonus" to award extra points to people with relatives in Canada...

Tax plan depresses Taipei stocks

By Peter Wickenden in Taipei

THE Taipei stock market dropped sharply yesterday for the second time this week as a controversial tax intended to dampen rampant speculation was debated in parliament.

The Government has proposed doing away with a capital gains tax on secondary profits and doubling the rate of securities transactions tax...

Whether it will bow once again to pressure from investors and cut the rate further is being seen as a test of the ruling Kuomintang Party's resolve after a worse than expected bruising in the polls.

straight party lines. A number of legislators from the KMT and the newly powerful opposition Democratic Progressive Party were recently elected or re-elected with support from the island's huge securities industry...

The Government is also considering scrapping the current fixed 0.3 per cent transaction service charge, and allowing securities houses to charge lower fees for larger transactions...

Cooling the speculative fever that has gripped Taiwan in the last 18 months is seen as vital to social stability and continued economic growth.

temptation to play the market is driving people out of the labour pool at a time when industry is desperately short of workers.

The consumer price index is projected to rise at not more than 3.5 per cent a year during this period. Over the four years, growth to agriculture is set at 1.5 per cent.

The Council for Economic Planning and Development has two main strategies, encouraging domestic demand at the expense of export earnings...

Cautious Taiwan welcome for China dissidents

TWELVE dissidents who escaped from China to South Korea by boat last month arrived in Taiwan to a cautious welcome on Wednesday.

They are the first big group fleeing persecution by Peking authorities for participating in pre-democracy demonstrations in June to ask for asylum in Taiwan and gain legal entry.

to Taipei, which still claims to be the sole legitimate government of China, has sent back hundreds of mainlanders who tried to make directly for Taiwan from ports in Fujian province.

June, Taiwan has avoided making political capital out of them. It accepts mainlanders on the condition that they are involved in the pro-democracy movement and wanted by the mainland Public Security Bureau...

But Gen Aoun has warned that if the BDL withholds rationing transfers to the Christian enclave in September and suspended all payments in November because Gen Aoun's administration refused to account for past advances.

The Lebanese pound rose to 410 to the dollar following the Taif peace agreement on October 23 and the November 5 election of President Aoun, who was assassinated on

Bank puts squeeze on Aoun

By Lara Marlowe in Beirut

A FINANCIAL squeeze by the Lebanese central bank could succeed where Syria's army and Arab League diplomacy have failed in dislodging Gen Michel Aoun...

The Banque du Liban (BDL) under Dr Edmond Naim, began rationing transfers to the Christian enclave in September and suspended all payments in November because Gen Aoun's administration refused to account for past advances.

According to Mr Georges Achi, the president of the Lebanese Bankers' Association, the BDL wants Gen Aoun to account for 15bn Lebanese pounds (\$2.1m) of which he acknowledges having received only 1.635bn.

The six-year feud between Yasir Arafat's mainstream PLO movement and Syria escalated yesterday when



Aoun: tax warning

November 22. This week it fell to 450 because of the continuing political stalemate and fears of renewed fighting.

Three Nasserite militiamen were killed and 15 were wounded on the Awali bridge by the Palestinians as they returned to their bases just after dawn.

France fails in bid to heal breach with Libya

By George Graham in Paris

A SHARP deterioration in relations between France and Libya has sparked off a round of shadowing between the two countries.

The agreement in August between Libya and Chad, France's protégé, opening the way to a settlement of their border dispute, contributed to the refusal of a number of French schools to allow Muslim girls to wear headscarves to class.

Yesterday's raid was the first time the Palestinians have staged an attack across the Awali river.

China-Soviet talks likely next week

By Our Foreign Staff

CHINA is expected to hold high-level talks with Soviet envoys next week which seem likely to focus on the US-Soviet Malta summit and Peking's anxiety at the speed of change in eastern Europe.

Also on the agenda may be the planned visit to Moscow next spring by Premier Li Peng, a leading but less than popular figure who was behind the killings of unarmed civilians in Peking last June.

The visit seems designed to balance the US mission by Mr Brent Scowcroft, National Security Adviser to President George Bush, last weekend, which began to thaw the relationship between Washington and Beijing.

The Sino-Soviet meeting will provide opportunities for China to air alarm at the collapse of communism in eastern Europe.

Bombay bourse gives Singh vote of confidence

David Housego reports on how the life expectancy of the Indian coalition is being revised upwards

AMID the uncertainties of India's general election campaign, a development that hardly anybody foresaw was that the defeat of the Congress party and the emergence of a minority coalition administration under Prime Minister V.P. Singh would be followed by a bull run on the Indian stock market.

But the surge in prices that carried the Bombay index past its peak earlier this week is a sign that opinions of Mr Singh's administration are being revised upwards.

In Delhi there is a growing belief that the National Front coalition - dependent though it is on support from outside by both the left and the right - will last much longer than initial worries over potential political instability had suggested.

gramme that on one side includes debt relief to farmers (though he hopes to minimise the damage to the balance sheet of the commercial banks) and selective curbs on imports.

He managed his election to the leadership of the National Front in a way that marginalised his main rival, Mr Chandra Shekhar. With limited talent available, he has well distributed the ministerial portfolios.

There are several good reasons for thinking that history will not repeat itself and that the former opposition parties - most notably Mr Singh's Janata Dal and the radical Hindu BJP party - will follow up their victory in the general

election by sweeping to power in the large states.

Mr Gandhi's landslide win in 1984 was born of the exceptional circumstances of his mother's assassination and went against the trend of a weakening Congress party.

Before the elections he hopes to demonstrate that even a minority administration can get things done through such measures as the populist debt relief for farmers, but

also through providing more autonomy for state television and radio and by achieving some advances in the Punjab.

The final reason is that there are some signs that good sense will prevail over the proposed building of a new Hindu shrine at Ayodhya.

At that point Mr Singh can hope that Congress demoralisation and rivalry over the leadership could provide a breakthrough.

At that point Mr Singh can hope that Congress demoralisation and rivalry over the leadership could provide a breakthrough.

At that point Mr Singh can hope that Congress demoralisation and rivalry over the leadership could provide a breakthrough.

At that point Mr Singh can hope that Congress demoralisation and rivalry over the leadership could provide a breakthrough.

At that point Mr Singh can hope that Congress demoralisation and rivalry over the leadership could provide a breakthrough.

At that point Mr Singh can hope that Congress demoralisation and rivalry over the leadership could provide a breakthrough.

At that point Mr Singh can hope that Congress demoralisation and rivalry over the leadership could provide a breakthrough.

Mandela to meet black opposition leaders

By Patti Waldmeir in Johannesburg

MR Nelson Mandela, the jailed leader of South Africa's African National Congress (ANC), is to meet senior black opposition leaders next week in a further step towards starting formal constitutional negotiations.

On Wednesday, Mr Mandela held his first substantive talks with a South African leader, when he met Mr F W de Klerk, the President in Cape Town.

The leaders of the anti-apartheid struggle, including Mr Mandela, will meet next week - 10 members of the executive of the country's largest trades union federation, the Congress of South African Trade Unions (Cosatu), will also be present.

Senior officials of the Mass Democratic Movement (MDM), the largest anti-apartheid grouping, said they were surprised at the timing of the meeting, and were waiting for clarification from Mr Mandela.

Mr de Klerk on Wednesday said that the meeting would be a landmark in the anti-apartheid movement.

France fails in bid to heal breach with Libya

By George Graham in Paris

A SHARP deterioration in relations between France and Libya has sparked off a round of shadowing between the two countries.

The agreement in August between Libya and Chad, France's protégé, opening the way to a settlement of their border dispute, contributed to the refusal of a number of French schools to allow Muslim girls to wear headscarves to class.

Yesterday's raid was the first time the Palestinians have staged an attack across the Awali river.

The visit seems designed to balance the US mission by Mr Brent Scowcroft, National Security Adviser to President George Bush, last weekend, which began to thaw the relationship between Washington and Beijing.

Israel bank calls for defence cuts

By Hugh Carnegie in Jerusalem

EVIDENCE that neighbouring Arab states have recently trimmed defence spending has prompted the Bank of Israel to make a rare call for cuts in Israel's hefty defence expenditure to help rein in the budget deficit and central inflation.

With high unemployment and an expected wave of immigration by Soviet Jews adding to demands on government spending next year, Mr Michael Bruno, the central bank governor, has suggested to the Finance Minister, that cuts should be made in the defence budget, which is set at more than shshekels 15bn this year.

It has provided fuel for those in the government anxious to control the budget deficit, which is on a rising trend, and who feel the defence establishment could absorb cuts.



OVERSEAS NEWS

# Mercenary force ready to leave Comoro Islands

WITH French forces waiting offshore, the European mercenaries who seized control of the Comoro Islands nearly three weeks ago were due to start leaving last night, diplomatic sources said. Reuters reported yesterday.

Negotiations continued for French troops to ensure law and order temporarily in the Indian Ocean archipelago after the mercenaries left, the sources said.

Several of the 80 or so mercenaries would leave with their families on Thursday night's regular Air France flight to Paris, the sources said. But mercenary leader Bob Denard, wanted in France on criminal charges, and the remaining mercenaries would take an aircraft to South Africa on Friday or Saturday, they added.

France has assembled a military task force of four warships, 400 elite troops, six Transall transport aircraft and five Puma helicopters to intervene in the Comoros if needed.

But the sources said France would not land its forces on the islands north-west of Madagascar unless until it received a formal request for military assistance from the civilian government of Interim President Said Mohamed Djohar.

The sources in the Comorian capital Moroni, contacted by telephone from the neighbouring French island of Mayotte, said the mercenaries, most of whom are French, would not be given political asylum in South Africa.

It would merely serve as a transit point to other undisclosed destinations, they added.

They said arrangements were being finalised for French troops to guarantee security in the Comoros after the mercenaries' departure.

The aircraft and 300 paratroopers are standing by in Mayotte at the eastern end of the Comoros archipelago and the four warships with 100 marine commandos are cruising outside Moroni.

The force has ostensibly been gathered to evacuate 1,600 French residents in the Comoros if necessary, but diplomats in Moroni and military sources in Mayotte said on Thursday that it could intervene to maintain law and order in the Comoros if requested.

The mercenaries, who command the 650-strong presidential guard in the Comoros, seized power after President Ahmed Abdallah was assassinated in mysterious circumstances on November 28.

# Ghana's cedi strains to find its equilibrium

William Keeling examines Accra's colourful and resilient money changers who still control the market

ONE MILE from the centre of Accra lies the shanty-town of Nima 441, once renowned for its squalor, but today a beneficiary of the Ghanaian government's economic recovery programme.

There are new roads, cleaner drains and medical clinics for the population of 30,000. Most surprising of all, however, is a building newly painted in bright yellow. On its outer walls are pictures of foreign currency: \$1, £50 and SFr100. It is the In God We Trust Forex Bureau.

Since the liberalisation of the exchange-rate in the mid-1980s and the subsequent legalisation of licensed money-changers, the nation's currency, the cedi, has been struggling for equilibrium on the free-market.

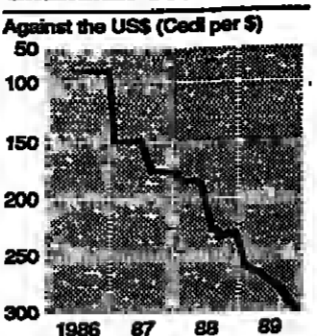
At present there are three rates in operation. At a weekly auction held by the Bank of Ghana, commercial banks are allowed to bid for foreign exchange on behalf of their customers: present bids average at 300 cedis to the dollar. At the Forex Bureau, the dollar is selling for approximately 340 cedis. By acting without licence and escaping taxation, black market operators offer a 5-10 per cent premium on the Bureau's rate.

The continued existence of the black market is a setback

to the Government, which hoped that creating the Bureau would stifle the illegal market. Many traders who use the Bureau remain wary of committing transactions to paper. But a greater problem is an undercapitalisation of the official outlets.

As Amadu Jebkie, Deputy-Manager of In God We Trust, explained: "The black-market people have been in the business for years."

### Ghanaian Cedi



between their rate and that of the auction. In the new year, 20 per cent of current auction funding is to be diverted to the Bureau, a proportion which will steadily increase until November when the two market rates should theoretically merge.

The large disparity between the rates has been a source of concern, particularly to the IMF which views a single market rate as an essential part of the country's successful structural adjustment programme.

At present there are no restrictions on who can bid at the auction or for what purpose, be it for importing goods or expatriating dividends.

There is reason to believe, however, that, as one Accra banker put it, the auction rate "has been manipulated by the authorities" to keep inflation down and prevent an upsurge in the price of basic commodities.

In February the range of bids soared from 232-240 cedis to the dollar in week one to 255-311 in week four. In the latter auction 64 per cent of bids were deemed ineligible, which many considered due to a foreign exchange shortage within the Bank of Ghana.

Though any connection with failing to meet demand is denied, in early March the central bank banned its commercial brethren from participat-

ing in the auction for allegedly breaching their credit ceilings, thus removing players who had previously accounted for over 60 per cent of transactions. Demand dropped from a February 17 high of \$17.9m to a low of \$3.27m.

Since then the high bids have been ironed out (many believe by being declared ineligible) and the cedi rate to the dollar has crawled higher to 300. The IMF and World Bank clearly consider this rate to be artificial and believe Ghana should adopt a single rate.

The prospect of inflation rising as a result is of concern but the IMF is optimistic,

believing firm control over credit ceilings should ensure that inflation does not rise above its present 20 per cent. A tight national credit ceiling is seen as the primary weapon in the fight for economic stability.

As a result, there are no set criteria for calculating the ceilings of individual banks. Rather it would appear that a national figure is calculated, from which the banks are apportioned their share.

The effect of diverting auction funds to the Bureau system is hotly debated. The Bank of Ghana believes the open market rate for major currencies will continue to drop - the



Currency hawkers in street markets still convert half all foreign exchange traded

dollar has fallen by 10 per cent in six months - but they are alone in this opinion.

Of the three major banks, one is known to be "hoarding" dollars and another predicts a rate of 575 to the pound sterling for next June (at present it is 530).

Taking account of inflation, this reflects a belief that the cedi will take to the uncharted waters of the single rate with relative stability. Behind the scenes, however, bankers are more likely to be hedging their bets. At such times, it is easy to understand why the Forex Bureau in Nima earned its name.

# Ethiopia will not discuss safe aid route with rebels

ETHIOPIA yesterday denied that it would discuss with rebels the opening of safe corridors through the battlegrounds of northern Ethiopia so that millions of people facing famine could receive food aid, Reuters reports from Rome.

An Ethiopian embassy official said a government delegation in Rome for talks with rebels from the northern province of Tigray did not plan to discuss a Kenyan appeal for aid channels to be opened.

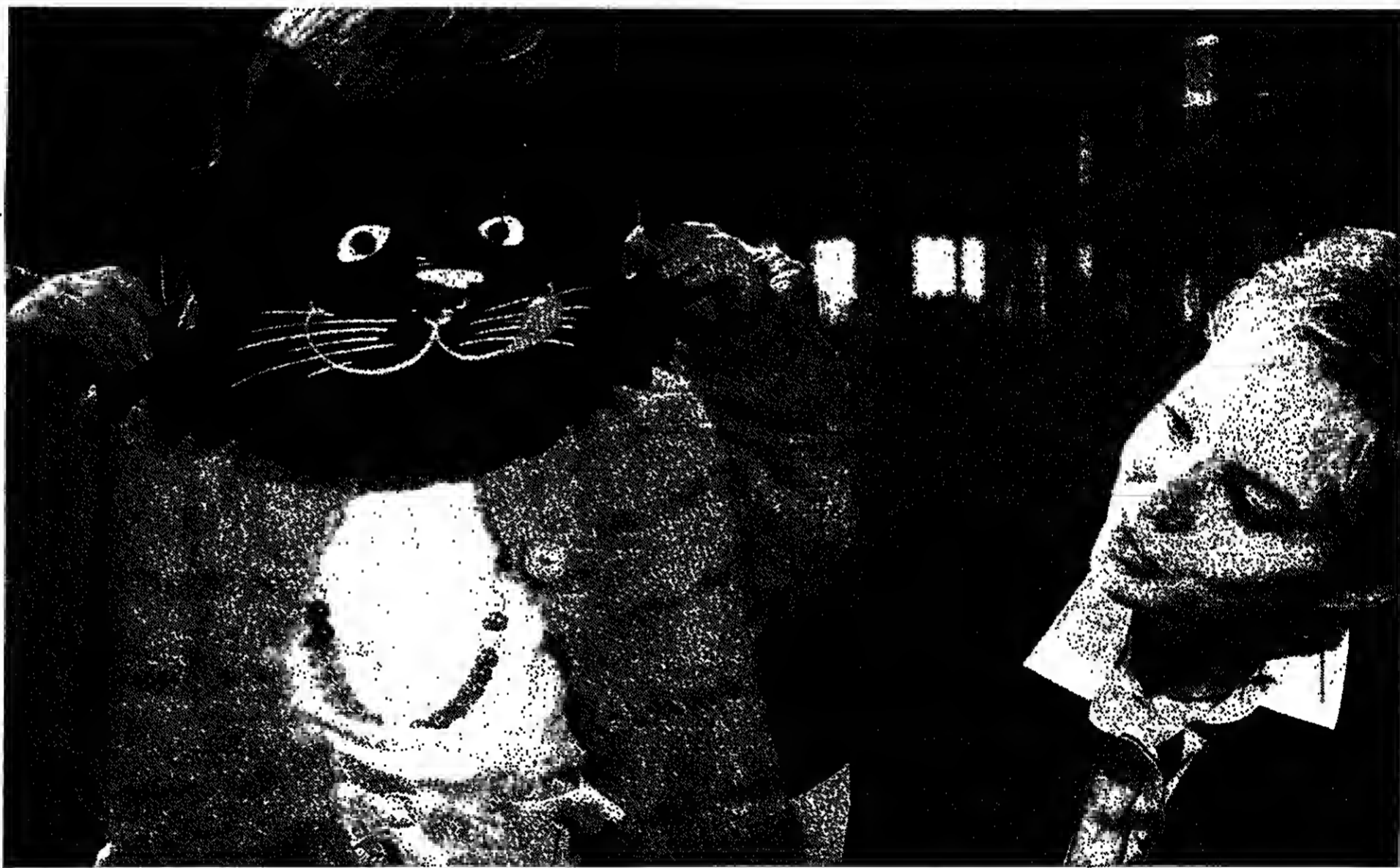
A senior diplomat at the embassy said on Wednesday the issue would be on the agenda but the official said this was incorrect.

The Tigry People's Liberation Front (TPLF), with Italy acting as an observer, to work out a framework for peace talks. The agenda includes the choice of a chairman and procedural matters.

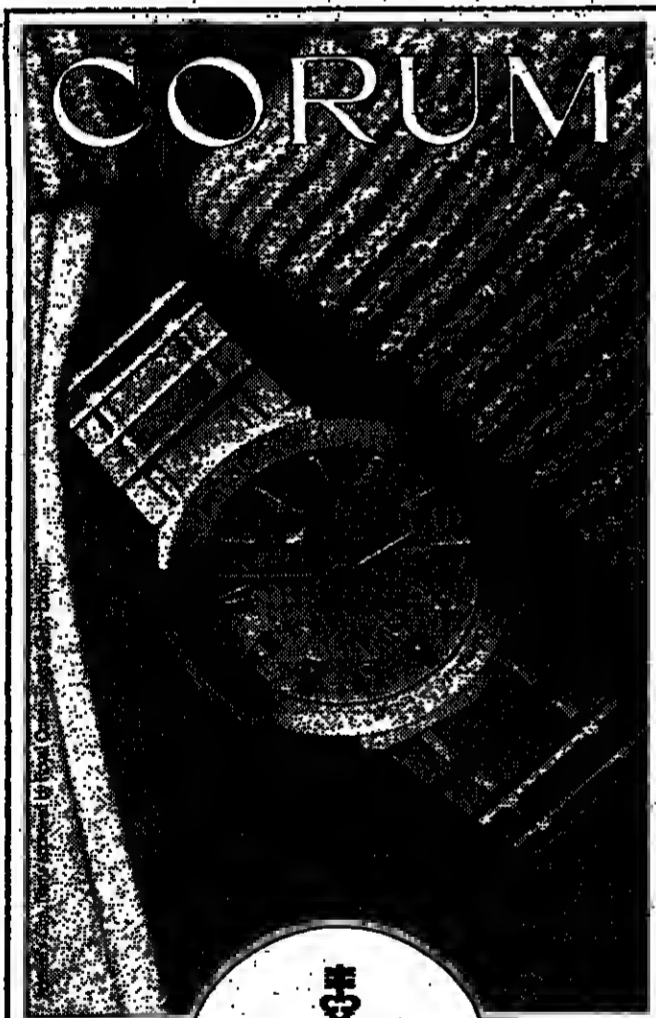
Long civil wars in Tigray and Eritrea, both devastated by drought, have hampered movement of food aid to the region where international aid agencies say as many as five million people face starvation.

Kenyan President Daniel arap Moi said on Tuesday he had asked the Addis Ababa government to open corridors in Tigray and neighbouring Eritrea.

# All our passengers have particularly high expectations.



Our idea of service is very simple: we do all we can to give everybody everything they need. The spectrum of services we offer is as varied as our passengers. However, we have noticed that warmth and friendliness is an aspect of our service which goes down well with everybody. And you'll not only find this warmth in our aircraft. You'll also find it everywhere our passengers have high expectations of us and need our special attention. Because your wishes and needs have top priority for us.



**CORUM**  
SUISSE

Individually made with a degree of skill and care that belongs to a former time, Corum watches carry design into the future. The Admiral's Cup epitomises this with its unusual twelve-sided case and the original decoration of enamelled nautical pennants denoting the hours on the watch face. Registered model.

FOR A BROCHURE WRITE TO CORUM, 231 LA CHAUX-DE-FONDS, SWITZERLAND.

### THE SOVIET UNION

The Financial Times proposes to publish this survey on:

12th March 1990

For a full editorial synopsis and advertisement details, please contact:

Patricia Savidge  
on 01-873 3426

or write to her at:

Number One  
Southwark Bridge  
London  
SE1 9JL

**FINANCIAL TIMES**  
LONDON'S BUSINESS NEWSPAPER



WORLD TRADE NEWS

Policy contradictions under scrutiny William Dullforce on Gatt's latest national trade policy assessment

THE contradiction between unilateral US action to promote its trade interests and the Bush Administration's declared intention of working for a better trading system in the multi-lateral forum of the Uruguay Round is highlighted in a report filed yesterday by the General Agreement on Tariffs and Trade secretariat.

It brings out the transparency in which policy is formulated in the public eye and the extent to which the US, the world's biggest trader, continues to provide a rapidly expanding import market with ample export opportunities for other countries.

Between 1982 and 1988 the dollar value of US merchandise imports climbed by 80 per cent while world trade, excluding the US, increased by 50 per cent. The US has remained the world's single largest import market for products from developing countries.

Another defect evoked is the simultaneous use within the US of different trade remedies. In disputes with Japan and South Korea over some electronic imports and with Hong Kong over clothing US competitors have invoked anti-dumping, intellectual property, anti-trust laws, the "escape clause" in the Trade Act and voluntary restraint agreements.

Gatt report triggers worries over retaliation

THE Gatt report, discussed yesterday, comes close to condemning the controversial US Omnibus Trade Act introduced last year. It says US laws provide solutions to US trade problems which are contrary to Gatt rules and discipline.

EC to present compromise code on anti-dumping

THE European Community will next week put its proposals for tightening the international code on anti-dumping to the Gatt talks in Geneva. It will suggest that the existing rules are clarified in a way that will lessen the room for manoeuvre by the investigating authorities.

The community's proposals represent a compromise between different views of the member states. The more liberal countries had argued for more fundamental changes, and had wanted the rules to include a clause under which anti-dumping action would only be admissible if the public interest was being harmed.

This may be a blow to the Commission, which has used this criterion in its recent tough anti-dumping decisions on semiconductor and photocopy makers, arguing that the country of origin is that in which a technologically advanced part of the process occurs.

EC urged to resist car import quotas

By Kevin Done, Motor Industry Correspondent

THE European Community should resist the growing pressures from leading car makers for a Community-wide quota on Japanese car imports, Professor Alasdair Smith, professor of economics at Britain's Sussex University, said yesterday.

Earlier this month the European Commission proposed the introduction of a system for "monitoring" Japanese imports to the EC for a transitional period, but it failed to give any details of the length of the period or the nature of the monitoring.

Professor Smith admitted that some of the benefits of higher prices went to European producers, especially the "national champion" companies which had large shares of the most protected markets.

Prof Smith said that the EC should resist the growing pressures from leading car makers for a Community-wide quota on Japanese car imports.

US backs textile reform talks

By Peter Montagnon, World Trade Editor

THE US has told its trading partners that it is "committed" to substantive negotiations on reform of world trade in textiles as part of its contribution to the Uruguay Round of multilateral trade liberalisation talks.

Its statement came in a paper finally delivered by Washington this week to the Uruguay Round textiles negotiating group after months of dithering because of the potential reaction from its strongly protectionist textile lobby.

The content of the paper itself is thus likely to make less of an immediate impact than the fact that the US has presented it all to the negotiating group, trade diplomats say.

The US does not spell out this idea in detail but in its normal definition it would be a departure for the US Administration which has previously resisted them because its own exports could get caught up in such arrangements.

Japan plan for factory automation

By Nick Garnett

A \$1bn programme to develop standardised systems for automating factories across the world and to produce a common computer language on shop floors is being proposed by some of Japan's biggest manufacturing groups.

Backed by the country's Ministry of Trade and Industry, Japanese industry is launching a series of initiatives to try to elicit the co-operation of companies and manufacturing agencies in the EC and the US.

First order for new Airbus jet

By Paul Betts, Aerospace Correspondent

ALITALIA, the Italian national carrier, has become the first airline to sign a contract for the new Airbus A-321 twin engine short-to-medium range aircraft. The contract involves a \$1bn order for 20 A-321 jets and options on 20 more.

However, the Alitalia order for the new stretched version of Airbus' best selling A-320 twin-engine 150-seat jet coincides with growing concern among Airbus partners over the repercussions of the British engineering union's strike at British Aerospace (BAE).

because of the UK engineering strike at BAE over shorter working hours.

London double deckers just the ticket in Malawi Mike Hall on Blantyre's transport revolution

THE sight of seven battered London double-decker buses racing through the territory of Mozambique has amused the Zimbabwean soldiers who escorted them to the Malawi border recently.

They had been driven over 3,500 kms from the South African port of Durban. Before that they had been operating in Hong Kong and previously London. The buses, 30 in all, are the visible part of a UK company's first foray into Africa.

Thousands walk long distances or take unofficial and costly taxis. United Transport Malawi is a joint venture between the government and Stagecoach Holdings.

The results have been dramatic. Turnover on the main commuter route has doubled.

Norway aluminium smelter expansion

By William Dawkins in Paris

Sor-Norge Aluminium, a Norwegian company owned jointly by the Alusuisse group of Switzerland and the Oslo-based Ryvold Aluminium, is to expand and modernise its aluminium smelter at Husnes, Norway, John Wicks reports.

FFr5.9bn European rail order

By William Dawkins in Paris

THE French, British and Belgian railway boards are about to sign a FFr5.9bn (£590m) contract for 30 high-speed locomotives to run across northern Europe after the opening of the Channel Tunnel in 1993.

The French, British and Belgian railway boards are about to sign a FFr5.9bn (£590m) contract for 30 high-speed locomotives to run across northern Europe after the opening of the Channel Tunnel in 1993.

These locomotives will cost more than double the FFr20m the SNCF paid for those running on its recently opened TGV-Atlantique line - its last big order - because they will be more powerful and will have to run on three different national electrical currents.

AN INVITATION TO SOTHEY'S PREVIEW (OR HOW TO SOLVE YOUR CHRISTMAS PRESENT PROBLEMS) SOTHEY'S LAVISHLY ILLUSTRATED PREVIEW IS THE MAGAZINE FOR EVERYONE INTERESTED IN FINE ART AND ANTIQUES.



UK NEWS

# Unions reject plea for truce in ambulance strike

By Fiona Thompson, Labour Staff

AMBULANCE unions last night rejected a plea from management and unions aimed at finding a resolution to the dispute in the 12-week long pay dispute.

Mr Duncan Nichol, NHS chief executive, said he would pay accident and emergency ambulance crews full pay and bonuses, worth up to £420, if they would suspend their action from December 22 to January 1 and handle all 999 calls.

Mr Roger Poole, chief trade union negotiator, dismissed the offer as a gimmick. "What we don't want is a Christmas truce. What we want is an agreement."

Mr Nichol said he was making the offer as a gesture of goodwill. "We all want to see peace in the ambulance dispute, especially over Christmas."

He denied that his offer was an admission that the police and military were unable to provide an adequate service over the holiday and said there was no question in his mind that the service provided would be safe.

The offer only applied to emergency 999 crews, not the country's non-urgent crews. If these staff lifted their ban on non-urgent work they too would be paid, but if not, they would not.

Mr Nichol's offer came a few

hours after talks between management and unions aimed at finding a resolution to the dispute broke down.

The meeting of the Whitley Council ambulance pay negotiating body lasted less than two hours. Mr Poole accused Mr Kenneth Clarke, Health Secretary, of scuppering the talks, saying he had refused to allow his managers to negotiate.

Mr David Bantz, chairman of the management side of the council, said the 9 per cent offer over 18 months was a good one. He said he could not give any more money without approval from Mr Clarke but stressed he did not intend to push for more.

He urged the unions to "think again and discuss the offer sensibly with their members outside the charged atmosphere of public meetings."

At the talks, the unions for the first time disclosed the pay figure they would be willing to settle for, thought to be 9 per cent over 12 months.

Mr Poole said 9 per cent over 18 months was totally unacceptable, but over 12 months could form the basis for an agreement. The company with the original claim of 11.14 per cent.

The unions are also insisting on a pay formula, which Mr Clarke said he will not consider under any circumstances.

## In Brief Government rejects new road plans for London

The Government has rejected many of the new road proposals which have been hanging over parts of London for the past 15 months.

In their place big improvements to existing roads are likely and Mr Cecil Parkinson, the Transport Secretary, has kept open options to ease traffic congestion in central London with a series of measures like tougher penalties on illegal parking. His plans met with criticism from Labour opposition and Conservative local council groups.

**Smithkline cuts jobs**  
Smithkline Beecham, the Anglo-American pharmaceuticals and consumer-products company, announced a shake-up of its UK drugs operation which will mean the net loss of 344 jobs over the next two years - 12 per cent of its UK pharmaceutical workforce.

**Ford helps Jaguar**  
Jaguar, the luxury car maker, is to start a review of its new-model programme in January to establish how the company's development might be strengthened with the help of Ford's resources.

**CBI tax reform call**  
The Confederation of British Industry, the employers' association, called on the Government to simplify Britain's company tax system with the aim of reducing anomalies and inconsistencies and helping businesses to compete more effectively overseas.

**Merrill Lynch move**  
Merrill Lynch, the largest US stockbroker, scaled back its involvement in UK equity market making, laying off several market makers and cutting back on the number of stocks in which it is prepared to quote a price.

**BSB advance**  
BRITISH Satellite Broadcasting, a consortium whose main investors include Granada, Pearson and Reed International, is on the verge of approving the microchips needed to launch its five-channel satellite television service.

# The rotting hulk of the Falklands fiasco

Gary Mead and Richard Donkin reveal a story of South Atlantic mismanagement

Morored up in Stanley Harbour in the Falkland Islands is the rotting hulk of the Mount Kent, a former Hull trawler that was intended to bring prosperity to the islands but instead contributed to a fiasco of mismanagement that has helped pile up losses of between £25m and £30m.

Its sister ship, the Mount Challenger, never even made it to the islands, yet these were boats that the Falkland Islands Development Corporation, established by the Government in 1984, was expecting to be drawing in vast profits from squid fishing.

The story of the boats and their acquisition by Seamount, one of a string of joint venture companies set up between Stanley Fisheries, the corporation's subsidiary, and independent trawler companies, is a classic tale of what can happen to civil servants who run businesses with taxpayers' money.

The trawlers were bought by Seamount, a joint venture company established by Stanley Fisheries, which had 51 per cent of the equity, and Seaboard Oshara, an Aberdeen-based company which runs a

small fleet of ships to service offshore oil and gas rigs, which had a 49 per cent interest.

One fundamental feature of Seaboard outlined in the report into the affairs of Seamount carried out by Mr Stewart Boyd, QC, is that it was not a fishing company, something which two of the Stanley Fisheries directors were aware of but failed to point out when it was described as "the second largest fishing vessel owning company in the United Kingdom" in a paper put before their fellow directors.

This "utter lack of experience in fishing" among Mr Roderick and Mr Kenneth Mackenzie, the two Seaboard directors on Seamount, said Mr Boyd, could explain why they accepted uncritically the forecasts of catches and fishing rates that had been endorsed by Stanley Fisheries.

The report makes clear that the shortcomings in fishing knowledge were more than matched by the lack of financial acumen at Stanley Fisheries.

While two of the civil servants on Seamount, Mr Shane Wolsey, an assistant general manager of the corpo-

ration, and Mr Michael Gaiger, the Falklands Attorney General in 1988, escaped some of the most censorious comments in the report, Mr Boyd said both were "entirely without the financial skills necessary to carry out a commercial undertaking of this kind."

His most stinging criticism is reserved for Mr Brian Cummings, who, as chief executive for the islands, was the man responsible for bridging administration and economic development plans.

Mr Cummings' failure, as executive chairman, to carry out the decisions of the board of Stanley Fisheries, said Mr Boyd, was the "single most important factor in the Seamount disaster," said Mr Boyd.

The series of events which spelled out the failure of Seamount started with disagreements among some of Stanley Fisheries directors over real or potential conflicts of interests.

Also, the proposals for Seamount, said the report, showed that the company had a low proportion of equity capital to loan capital, leaving it vulnerable to any failure to generate cash flow from the sale of fish in the early months of the

operation.

Mr Wolsey "knew next to nothing about the proposals" when he came into the company to take over from Mr Armstrong in October. At a time when Mr Wolsey needed more information Mr Cummings decided to go away and sent a fax to say he was "disappearing from the scene for a few days".

Part of those few days, said Mr Boyd, was spent by Mr Cummings in Sotogrande in Spain, staying with his wife in a hotel owned by J. Marr and Son, another UK fishing company with a joint venture in the Falklands. Mr Boyd described the visit as a "serious error of judgment" which led Mr Cummings to be withdrawn from joint venture negotiations.

The Seamount affair brought down the whole of Stanley Fisheries which had negotiated some 14 fishing joint ventures in 1987 with British, Spanish, New Zealand, Taiwanese and Falkland companies.

Criticising the joint venture companies the report said: "There were no accounting records or financial management systems for any of these companies: the financial trans-

actions were not listed in any coherent form, there were no voucher files, no cash books, no systematic bank statement files, no reconciliations of bank records to Stanley Fisheries' records and no ledgers in any form."

Mr Boyd said in the report he had looked at whether any of the people involved had received secret benefits from the business. Civil servants who held directorships assured they had not and there was no evidence to state otherwise. Neither of the Mackenzie brothers gave evidence to the inquiry.

"In their cases I am unable to say, on the evidence before me, whether or not either of them has received secret benefits from the Seamount joint venture," said Mr Boyd.

Seaboard said yesterday it had incurred a "large financial loss" as a result of the venture and had invested considerably more into Seamount than it had initially envisaged. It said it could not comment on the content of the report as there were "currently matters outstanding with Stanley Fisheries."

## George appointed deputy at the Bank of England

By David Lascelles and Simon Holberton

MR EDDIE GEORGE was yesterday appointed deputy governor of the Bank of England in succession to Sir George Blunden.

The five-year appointment, which had been widely expected, was made at the invitation of the Prime Minister with the Queen's approval and takes effect from next March 1.

Mr George, 51, has been executive director with responsibility for home finance since 1982, a position which made him one of the best known and

most influential people at the Bank.

A Cambridge economics graduate, he joined the Bank in 1962. His career has included spells at the Bank for International Settlements in Basle and the International Monetary Fund in Washington.

Mr George is highly rated in the City for his mastery of London's financial markets. He is seen as being instrumental in pushing through many of the reforms associated with Big Bang in October 1986.

# Classic sale gives Government £1.54m on a plate

By John Griffiths and Louise Kehoe

BILL Arnold thinks that those who gathered in Christie's London salerooms yesterday to pay a collective £1.54m for 74 so-called "cherished" car registrations "must be crazy".

But then for £36 BILL, like all Californians - and residents of many other US states - can have any name or number plate he can dream up, provided only that it's not obscene and no one else already has it.

At Christie's, the willingness of an anonymous someone to pay £160,000 for the right to display the number 1A on his car in the UK left junior transport minister Robert Atkins lost for words.

The minister, hissed in pantomime style for opening the show by urging everyone to bid high for the good of taxpayers, clearly did not expect the ensuing slavish obedience.

His Department of Transport, which was disposing of some of the unusual plates held unissued in a registration



1A: An anonymous buyer paid £160,000 for the registration

system first started in 1903, had been told that with a bit of luck and a following wind "1A" might make £100,000 and beat the record for a private sale, of £38,000 for "1 VIP".

At a slightly more modest level, Dr Sheila Bell wrote a cheque for £43,000, including taxes, for JUL 1E as a Christmas present for her daughter.

Other purchases included £36,000 for "BI LLY", bought by an anonymous man - that fetched £5,000 more than expected - while ANN 1E went for £29,000 to a telephone bidder.

If anyone was feeling slightly silly over paying such prices for what amounts to no more than a bit of exhibitionism, there was no sign of it.

The start of the sale was held up while hundreds of would-be buyers queued for catalogues to get in.

There was, however, no sign of Mr Cecil Parkinson, the Treasury Secretary, who has orders the auction - the first of a series - had taken place.

The vast majority of people outside Britain are likely to be only bemused by - or perhaps derisive of - yesterday's antics. But the several dozen companies operating in the registrations "private sector", who for years have made their living from buying and selling "cherished" registrations already in circulation, claim the Government is unfairly stacking the plates against them.

It intends to hold a series of such auctions for an as-yet unknown number of unissued "desirable" numbers - thus bringing literal meaning to supply-side economics for the registrations "sector", and

maybe flooding the market.

Just to rub it in, the Government will not be paying any auction fees. Buyers have to pay the 10 per cent commission - plus 15 per cent VAT.

Later, Mr Parkinson has another nice little earner up his sleeve - "Select Registrations". Under this scheme, from next June, people will be able to buy the registration number of their choice.

The plate will have to start with the year's prefix letter (H for 1990). It must be followed by two numbers and finally three letters, thus creating gems like H1 BOB, etc.

While refusing as yet to disclose prices, the Department warns that "marks featuring single digits numbers will cost more than those featuring 10 to 20". On top of the purchase price will be an £80 "assignment charge".

His wife points out, however, Mr Arnold "is too tight to pay even £36".



We are present wherever power is needed.

ABB is committed to the power business.

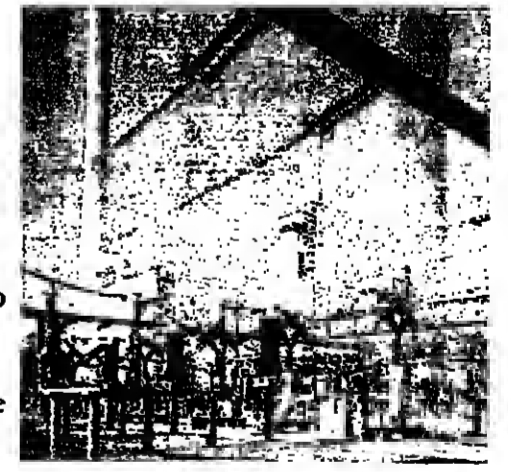
As the world's leading electrical engineering company, we offer utilities and industry the fullest range of products and services for the generation, transmission and distribution of electrical power.

We are present in over 140 countries with strategically located engineering centres to tailor products and systems to customer needs. And we manufacture locally in 30 countries.

We have 30,000 employees in developing economies around the world involved in the supply of primary installations to help build their infrastructure, and in the provision of training and back-up services.

In industrialized countries, we upgrade existing plants and networks using the latest technology to improve their efficiency and ensure that they are environmentally sound.

Our century-old reputation as Europe's foremost electrical engineers continues to grow. We are determined to be present wherever electric power is needed - on into the 21st century.



**ABB**  
ASEA BROWN BOVERI



UK NEWS

# Aviation group criticises rise in airline mergers

By Paul Betts, Aerospace Correspondent

MERGERS between leading airlines and capacity shortages at key European airports threaten to undermine the benefits of airline liberalisation for consumers, the Air Transport Users Committee (ATUC) warns in its annual report released yesterday.

The ATUC's concern over airline mergers coincides with a spate of significant co-operation deals between international airlines seeking to strengthen their competitive position in an increasingly deregulated world airline market.

It also follows the decisions this week by British Airways and KLM Royal Dutch Airlines to buy 20 per cent each in Sabena, the Belgian flag carrier.

Several smaller airlines have expressed concern over the Sabena deal, and British Midland, the UK regional carrier, has said it will file a complaint with the European Commission's competition authorities. Mr John Cox, the ATUC chairman, said yesterday that if capacity problems in the air and on the ground cannot be resolved, consumers are

unlikely to reap any benefit from the increased competition that the latest EC airline deregulation proposals are intended to bring.

He added that this concern was a consequence of the current trend of airline mergers and co-operation agreements.

"The danger is that this will squeeze out those new and innovative companies that offer new products at lower prices and give the user a genuine choice," he warned.

The ATUC report also says that the British government's policy for a multi-airline competitive industry may fall if the links between the UK's regional airports and Heathrow and Gatwick in the London area are cut back because of the shortage of runway space in south-east England.

The ATUC said this was a risk if the shortage of slots on London's crowded runways forced out the smaller airlines used on regional services to make way for more profitable long distance services operated by wide-bodied jets. *Swissair, Page 21*

# Airport remains closed as workers reject settlement

By Ian Hamilton Fazey, Northern Correspondent

MANCHESTER Airport baggage handlers yesterday rejected a settlement of their two-week-old dispute negotiated late on Wednesday night and demanded more money to agree new shift patterns.

The airport remained closed for the fourth day as firemen in the same union as the handlers, Transport and General Workers, refused to cross picket lines, denying the airport minimum safety cover.

It is likely that the strike will continue over the weekend as the 550 strikers decided not to meet until Monday.

The dispute is over new flexible shift patterns that will give cover when required instead of overtime.

by both sides and management also offered a first-hour payment of £12.50 for an early start at 5am, which each man would have to work three times a year.

At the end of the day shifts, baggage handlers required to work until midnight would be allowed home early if they were not needed.

Union leaders, however, are demanding a double-time overtime payment for the hour after 5am, raising the price to about £20.

They say this would give the handlers parity with the airport's 250 security guards - also TGWU members - who also work flexible shifts.

# Unit trust managers claim tax laws block exports to Europe

By Eric Short

UK UNIT trust management groups want to export their contracts to Europe, but the present UK tax laws are proving an impenetrable barrier.

This is the central feature in the pre-Budget submission by the Unit Trust Association to the Chancellor, Mr John Major, calling for tax changes in the present regime for unit trusts. A survey by the Association of its members showed that many were actively interested in marketing their investment products in Europe.

But because of the present UK tax laws all interested managers were planning to or had already made arrangements to base their European operations outside the UK, mainly in Luxembourg or some other centre within the EC such as Dublin.

The submission highlights adverse features in the UK tax regime:

- Income from UK trusts is paid net of tax with then have to be reclaimed by overseas investors from the UK Inspector of Foreign Dividends - a cumbersome and time-consuming process. In contrast, Luxembourg-based funds, for example, make distributions gross, leaving it to the investor to account for tax.

- UK unit trusts investing in overseas equities, pay a lower after tax income compared with local funds holding the same investments because income filtered through a UK unit trust is reduced by irrecoverable Advance Corporation Tax and by local tax barriers in certain countries.
- UK unit trusts face the

threat of having capital gains classified as taxable trading income in certain circumstances - a tax treatment unique within the EC.

The UTA warns the Government that the UK unit trust market is already losing market share in the European Community, particularly to Luxembourg, result in loss of jobs and revenue as UK management groups establish Luxembourg operations.

In the forthcoming Budget, it is seeking a new fiscally transparent tax framework, designed primarily to compete with Luxembourg, particularly on paying income gross. The second stage would involve renegotiating tax treaties, while lobbying other EC Governments to cease favourable tax treatment for local collective investment vehicles.

# Young says disclosure of BAe aid 'inevitable'

By Charles Leadbeater, Industrial Editor

THE European Commission was bound to pick up the Government's secret financial inducements to British Aerospace to persuade it to buy the Rover Group, Lord Young of Grafham, the Trade and Industry Secretary at the time of last year's privatisation, said yesterday.

Lord Young, in his fullest comments on the sale since the inducements worth £33m were disclosed two weeks ago, said all parties to the negotiations knew the payments would be picked up because it was inevitable the National Audit Office would investigate the sale.

This is the third official explanation of the Government's intentions at the time of the sale which was completed in August last year. The extra concessions included allowing BAe to defer payment of the £150m sale price until

next year. Immediately after the extra concessions were disclosed Mr Nicholas Ridley, the Trade and Industry Secretary, told the House of Commons that the payments were compatible with the EC's decision to cut the state aid given to Rover to reduce its debts.

Lord Young, speaking on BBC radio, said he doubted whether the Commission would ask for much of the state aid to be repaid as it was insignificant compared with aid offered to foreign companies such as Renault in France.

He said he could probably have got a better price from Ford, the US motor company, which expressed an interest in buying the Rover Group. But a sale to another car group would probably have led to job losses with the closure of Rover plants and suppliers.



Al Fayeds: denies allegations

# Al Fayeds win right to challenge Lonrho case

By Raymond Hughes, Law Courts Correspondent

THE claim by Lonrho, the international trading group, that it is entitled to damages from the Fayeds brothers and Kleinwort Benson, the merchant bank, in connection with the House of Fraser takeover has been put back into the balance.

Three Law Lords, Britain's most senior judges, yesterday gave the Fayeds and the bank leave to appeal against the Court of Appeal's ruling in March that Lonrho's allegation of fraudulent misrepresentation by the Fayeds must be investigated at a trial.

They also, however, gave Lonrho leave to appeal against the striking out of its allegation of conspiracy against the Fayeds, Kleinwort Benson and Mr John Macarthur, a former Kleinwort director.

Last year the High Court struck the action on the ground that Lonrho had no arguable case. Lonrho alleges that the Trade and Industry Secretary's decision in 1986 not to refer the Fayeds' bid for House of Fraser retail group, which includes Harrods, to the Monopolies and Mergers Commission, which deprived Lonrho of the chance to make a counter-bid, was procured by fraud on the part of the Fayeds, House of Fraser Holdings, Kleinwort Benson and Mr Macarthur.

The Fayeds deny all allegations of fraud concerning misrepresentations of their commercial standing and worth.

# Boys benefit when girls join their schools

David Thomas presents the second in a three-part series on fee-paying education

IN AN ERA of educational uncertainty, private schools have gained from their aura of stability and respect for traditional values.

Yet, in their quiet way, independent schools have also been undergoing dramatic changes.

Perhaps the most obvious is the move towards co-education among boys schools. A quarter of the 230 schools in the Headmasters' Conference, representing the leading boys' public schools, are now fully co-educational, while a further 99 take girls in the sixth form.

The British equivalent of the US twelfth grade.

The roll call of schools which have gone co-educational in some form is long and impressive - King's School, Canterbury, Clifton, Marlborough, Oundle... the list is growing by the month, with Repton one of the latest to announce that it is joining the trend.

The motives for the switch are mixed. Idealism has played its part: some heads and governing bodies have reflected the view, increasingly articulated by parents, that co-education is better for the pupils, especially socially. But most are also responding to market

pressure. That pressure has been felt in several ways. Schools have been squeezed by the decline in the number of children and by the growing unpopularity of boarding.

Then there is the sheer convenience of co-education for parents with both boys and girls. "Not only were we not getting the girls, but we weren't getting their brothers either, because parents were looking for a school to which they could send all their children," explains Mr Stuart Andrews, headmaster of Clifton College.

Clifton, unusually among the top tier of public schools, fee-paying schools educating children from 13 to 18, introduced girls at all levels, without an intervening stage of girls only in the sixth form. Clifton started the process in 1987 and one third of its pupils will be girls by 1993.

Mr Andrews echoes many heads in describing the impact of going co-educational.

Intellectually, the girls have introduced a healthy dose of competition for the boys. Socially, they have softened the harsher edges of an all-

boys school.

Yet he does not underestimate the complexity of the process. "We have to take a school that is organised along fairly traditional lines and turn it co-educational without destroying its best traditions."

Clifton is also trying to ensure that the benefits of co-education are not all seen from the boys' perspective.

Careers advice has already been adapted. "We present engineering as just as suitable for girls as for boys."

Yet Mr Andrews believes Clifton was right to avoid the option of girls only in the sixth form. "By doing that, you've immediately saying that girls are going to be treated differently from boys."

Westminster School, tucked away in a London courtyard behind Westminster Abbey disagrees. It believes the 40 girls entering its sixth form each year benefit from the facilities it can offer as a leading boys' public school.

This is most obviously the case in science. Mr Peter Hughes, who quit the headship of St Peter's, York, to become Westminster's head of science, says that headmistresses of

even well-known girls' schools have admitted that they cannot compete with the science facilities at the top boys' public schools.

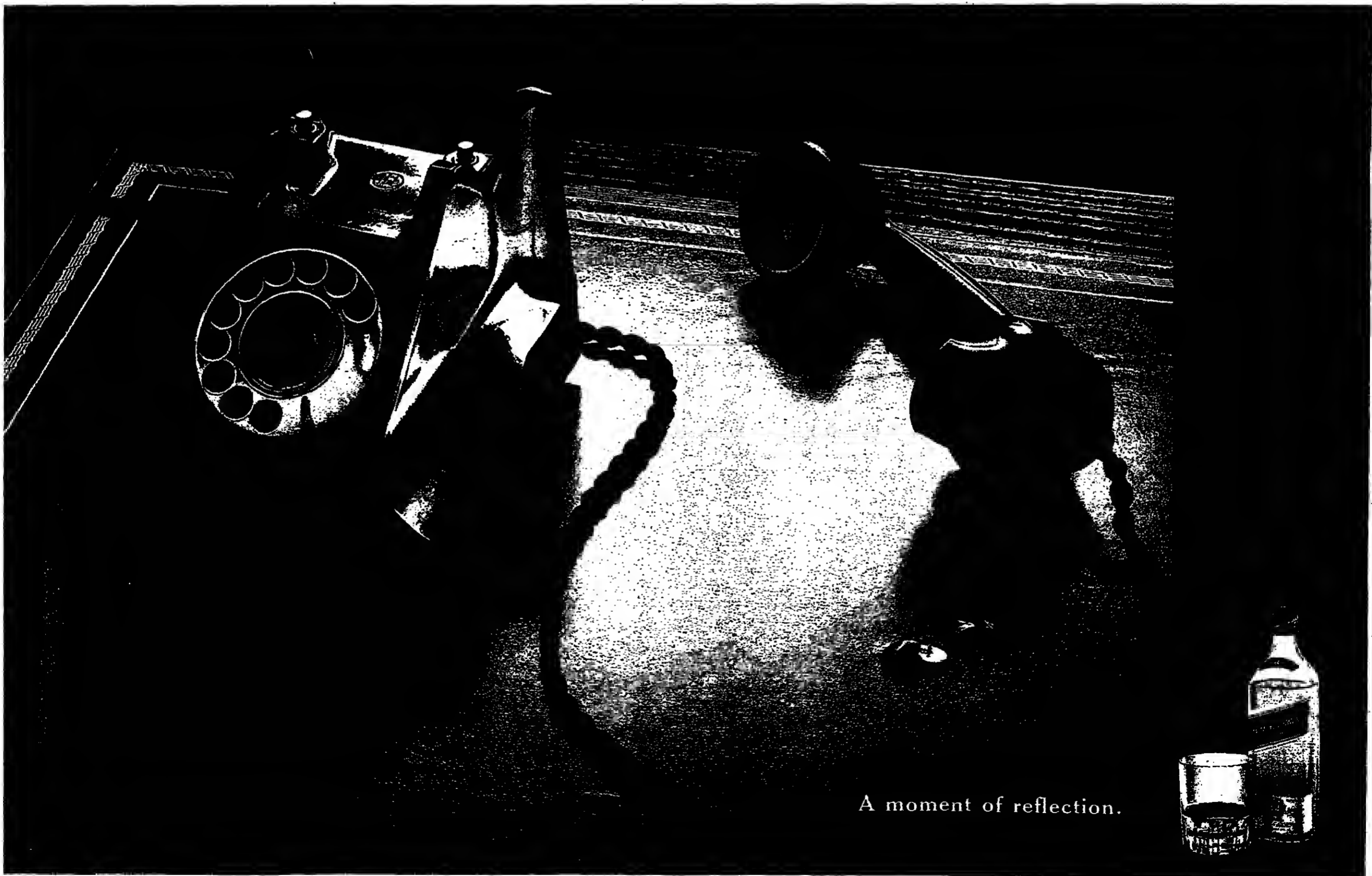
Mr Hughes points to more general benefits of mixing boys and girls in the sixth form. "The boys tend to be a little more active and intellectually stimulating, while the girls tend to be very conscientious and thorough. They complement each other very well."

His view - common in boys' schools that take girls into the sixth form - does not please Mrs Averil Burgess, who as president of the Girls' Schools Association has been leading a drive by the girls' private schools to assert the benefits of single sex education.

"That sort of comment can only be made by someone who has never taught girls on their own."

I have girls here who are creative, bright and idle. I also have girls who are hard-working and quiet," says Mrs Burgess, the headmistress of South Hampstead High School.

The girls' school case is this. Subjects are not presented in stereotyped ways in single-sex



A moment of reflection.



# FINANCIAL TIMES SURVEY

**After 10 years of Thatcherism, the Government enjoys little popularity in Scotland. Prosperity has spread north, but demands for a separate parliament grow. The devolution issue could still lead to a constitutional crisis, says James Buxton, Scottish Correspondent**

## A political time bomb

WITH A world stage dominated by tumultuous events in central Europe, it is difficult to recall that a calm, sunny prospect of the United Kingdom holds the potential to wreak great changes in British politics over the next few years.

Scotland is that place. Its politics have diverged from those of England. The Conservatives hold only 10 of the 72 Scottish parliamentary seats and stand at only about 20 per cent in the opinion polls against Labour's 50 per cent.

If the Government's policies are fairly unpopular in England and Wales, they are for the most part repudiated in Scotland. Mrs Margaret Thatcher, the Prime Minister, is nothing short of a hated figure north of the border.

None of this is new and one year after the Govan by-election, which briefly propelled into prominence the Scottish National Party and its policy of seeking independence for Scotland, the political scene in Scotland is quiet.

But there is deepening realisation that the next general election is likely to be a watershed for Scotland. If the Conservatives won in the UK but did as badly or even worse in Scotland as they did in 1987, it is difficult to imagine that the Scots would tolerate a continuation of rule by a minority party - particularly one that

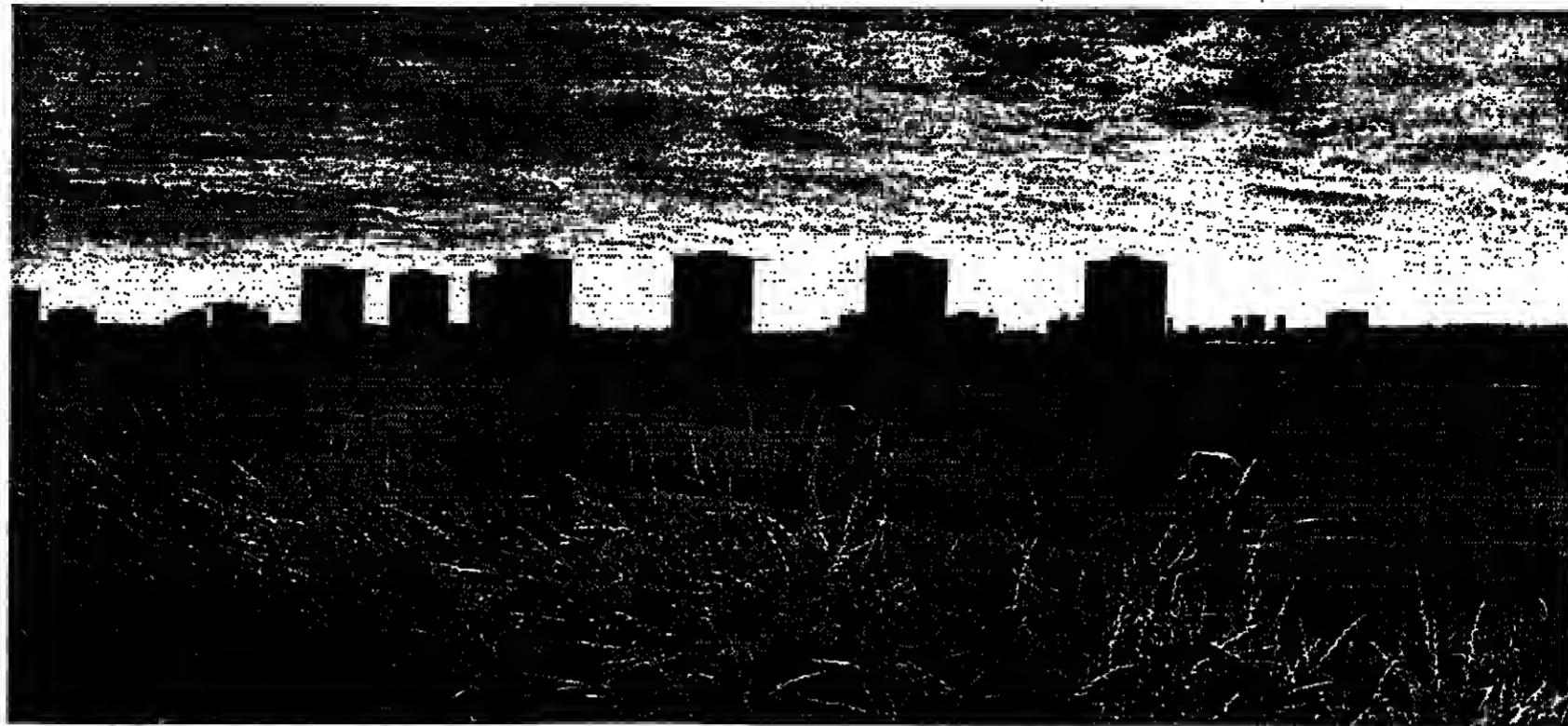
made no concession to the fact that only about 20 per cent of Scots accept the constitutional status quo, with the rest wanting either independence or a separate Scottish parliament.

If Labour won the general election, its promises oblige it to create a Scottish parliament as a priority. That parliament might even be elected by proportional representation. Its creation would in due course have a profound effect on British politics.

It would raise the question of why Scottish MPs should be allowed to vote on domestic issues such as education in England when English MPs could exercise no such power over Scotland. Labour's answer to this question is that it would gradually set up regional assemblies in other parts of Britain. But a future Conservative government might respond to it by reducing the number of Scottish MPs. With 49 of Labour's MPs currently coming from Scotland, that could tip the balance against the party being elected again at Westminster.

At this stage, further detailed speculation is pointless. What is important is that people in England should realise that a gap between their politics and those of Scotland could eventually come to affect them.

It is sometimes difficult to realise it even in Scotland. It is not in political ferment: as a



**CONTENTS**

The economy: new surge of confidence 1  
Glasgow: inner-city revival 2  
Travel links: outside world comes closer 2  
Environment: conifer deal saves peatland 3  
Electricity: next year's privatisation 3  
Highlands: humming with activity 4  
Training and development: thumbs up for Enterprise 4  
MAP 4

□ Photograph of Aberdeen by Alan Harper

# SCOTLAND

diplomatic observer of the Scotland scene recently pointed out, there was almost no-one on the streets outside the Assembly Hall in Edinburgh last March when the Scottish constitutional convention inside solemnly affirmed "the sovereign rights of the Scottish people to determine the form of government best suited to their needs."

The only recent comprehensive test of Scottish opinion was in June when the European elections coincided with a by-election at Glasgow Central. The SNP failed to beat Labour in the by-election and won no new European seats in the rest of Scotland. The Tories lost their last two European seats in Scotland to Labour. Otherwise, relentless opinion polling on almost every conceivable subject shapes political debate.

Nor is the country in economic depression. On the contrary, unemployment has fallen below 9 per cent, the cities are flourishing, the oil supply industry is expanding again and some economists believe that Scotland will outperform the rest of Britain in economic growth over the next two years.

The prosperity of the south of England is continuing to spread its tentacles north: it can be seen in higher living standards, an upgrading of the value of both urban and rural property and in the steady flow of people escaping from the

**KEY FACTS**

AREA	77,167 sq miles (32% of UK total)
POPULATION	5.1m (9% of UK total)
Gross Domestic Product	£29.3bn (per capita £5,725)
Sector (%)	Agriculture, forestry & fishing 2.5, energy & water supply 5.6, manufacturing 23.3, construction 7.8, education & health 10.0, transport & communication 7.6
Average earnings (male)	£229 (UK average £245)
Average earnings (female)	£154.50 (UK av. £163.80)
UNEMPLOYMENT	
1988	293,600 (11.8%); 207,200 (males); 86,400 (females)
1989 (first three quarters)	242,000 (9.8%); 174,000; 67,600
HOUSING	
Stock of new dwellings as percentage of UK total	9.1%
New dwellings completed as percentage of UK total	private 7.7%, public 11.1%
% change in dwellings completed 1981-87	private 25 (UK average 50); public -57 (UK average -61)
House price average (1987)	£29,600 (all UK £40,400)
Pupil/teacher ratio (secondary schools)	13.0 (all UK 21.9)
Pupil/teacher ratio (primary schools)	20.3 (all UK 21.9)

period. Very few believed that Mrs Thatcher had Scotland's best interests at heart or had done much for it despite her obvious interest and frequent visits to Scotland.

In the early to mid-1980s Scots resented Mrs Thatcher as, along with other outlying parts of Britain, they bore the brunt of recession. Then her insistence on imposing radical new policies on Scotland, regardless of the 1987 election result, aggravated their dislike. These policies, such as for

doing business.

More negatively, there have been outbursts of anti-English sentiment, perhaps reflecting anxiety at what some see as the progressive anglicisation both of Scottish institutions and of land ownership.

An assertion of Scotland's difference, combined with the corrosion of the foundations of the union by the last two and half years of "minority" Conservative rule, may lie behind the revival of notions of independence and of a separate Scottish parliament, with the latter currently favoured in an opinion poll by 44 per cent against 27 per cent for independence in the EC and 9 per cent for independence outside Europe. The advocate of independence, the SNP, has seen its standing in the polls fall back to about 20 per cent after reaching more than 30 per cent in the aftermath of Govan.

Despite the fact that if Labour came to power many of Scotland's current grievances would automatically disappear, Labour politicians are deeply committed to a separate parliament, seeing it as an assertion of national identity and an insurance against any return to power of another unsympathetic government in London.

With growing enthusiasm Labour has backed the Scottish Constitutional Convention, an independently convened gathering of national and local poli-

icians, trade unionists and others which, after its impressive first meeting in March, has been devising a blueprint for a Scottish assembly that would have considerable power over domestic affairs and possibly taxation in Scotland.

Only Labour and the Liberal Democrats are participating, as both the Conservatives and the SNP have boycotted it, and it now rarely makes the headlines. But it will in the new year and could break new ground by adopting a form of proportional representation as its electoral system.

The Conservative Party needs devolution, backed by the business and financial community who fear it will mean higher taxes. The Conservative case against it was succinctly expressed recently by Mr George Younger, the former Defence Secretary, who said in an interview: "What's wrong with it is that it wouldn't work. It would be a recipe for conflict between Scotland and Westminster. And it would mean that we would quite quickly become irrelevant. Everyone would simply say: 'Thank God, the Scots have gone! Fine! Here's your share, get on with it and shut up!'"

The Conservatives are now addressing with more determination the question of improving their organisation and campaigning ability. In the summer Mrs Thatcher made the controversial decision to appoint Mr Michael Forsyth, the strongly Thatcherite Scottish Office minister, as chairman of the party.

Mr Forsyth is a fine organiser who gets things done, but his appointment dismayed those Conservatives who believe the party needs a period of consolidation and reduced stridency in the run-up to the next general election. Mr Malcolm Rifkind, the Scottish Secretary, expressed those very thoughts not long before Mr Forsyth's appointment.

Already, Mr Forsyth has ruffled many feathers. But that may be essential in trying to revive a moribund organisation and stave off an impending constitutional crisis.

**FROM HERE YOU CAN SEE A LAND OF ENDLESS BUSINESS OPPORTUNITIES.**

**AND IT'S NOT ENGLAND.**

Business doesn't succeed by restricting its view. Although you might not be able to see Scotland from where you are now, at least you should have no trouble spotting the next best thing. The Scottish Centre in Cockspur Street. An easily reached starting point for anyone who wants to know more about the advantages of Scotland as a business location, or about the wide range of products and services available from Scottish companies. If your company is looking for fresh markets and new opportunities, Scotland could be the place for you. Phone David Brown on Freephone Scotland, or write to the Scottish Development Agency at the address below.

**SCOTLAND. LAND OF OPPORTUNITY.**

The Scottish Centre, 17 Cockspur Street, London SW1Y 5BL.  
Telephone 01-839 2117 (inward investment and general enquiries) 01-930 5606 (trade enquiries). Telex 8811015. Fax 01-839 2975.

**THE WORLD'S LEAST SUCCESSFUL POLICE RECOVERY.**

When, on the evening of May 15th 1983, a caller rang the West Midlands Police to say he'd seen an abandoned safe on a grass verge at Halesowen, the force moved quickly.

After standing guard for over an hour a constable was relieved by a forensics team eager to dust for fingerprints. That done, the detectives, on finding they were unable to lift the safe, called in a squad of constables to assist. All to no avail.

Even after the efforts of a traffic division equipped with Landrover and towing gear the evidence firmly refused to budge.

"That", said an officer, "was when we realised it was a Midlands Electricity junction box concreted into the ground."

**BY CONTRAST.**

It's the sort of event unlikely ever to happen in East Kilbride. As Scotland's most successful business location it's acquired a rather arresting habit of getting things right.

Having consistently attracted more businesses than any other Scottish location the town's now home to over 750 companies.

Hardly surprising, perhaps, considering a superb location slap bang in the heart of Scotland's

Central Belt. From London it's the M1, M6, M74 and you're there.

Right alongside an almost illegally efficient location management team ready to offer advice on everything from grant applications to distribution.

But for many more facts on all the town's successes simply cut the coupon or call free on 0800 833 139.

For a copy of The Logical Choice write to: The Marketing Dept, East Kilbride Development Corporation, Atholl House, East Kilbride, G74 1LU. FT11

Company \_\_\_\_\_  
Name \_\_\_\_\_  
Address \_\_\_\_\_  
Tel No \_\_\_\_\_

**EAST KILBRIDE**

**SCOTLAND'S MOST SUCCESSFUL BUSINESS LOCATION**



SCOTLAND 2

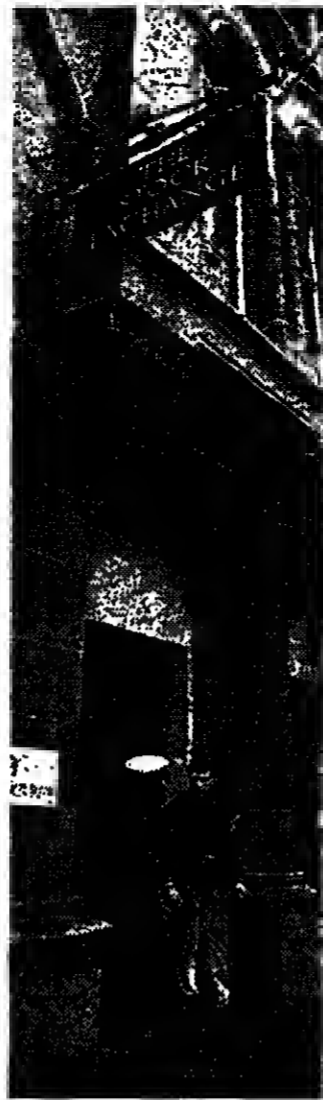
GLASGOW

Inner-city revival

GLASGOW IS one of Britain's most successful and most unlikely post-industrial cities. Since the final collapse of its old industries of shipbuilding and heavy engineering in the early 1980s, it has been given new life, with a transformation of service industries. Glasgow's heyday was in the 19th century when it was known as "the second city of the Empire" and the industrial workshop of the world. But the city has been in decline since 1914, though two wars and the demands made on its industries postponed the collapse. As in Liverpool, Sheffield and Newcastle, the traditional industrial base - metal manufacturing, shipbuilding, heavy engineering, and locomotive building - either crumbled in the early 1980s, or contracted severely. The city's image of poverty, crime and deprivation was among Britain's worst. There is still manufacturing industry in Glasgow. The Howden Group specialises in tunnelling and wind power technology and refrigeration compression. The Weir Group produces pumps and valves. Barr and Stroud manufactures thermal imaging and electronic devices. Hoover focuses all its European vacuum cleaner production in Glasgow. Two shipyards employ 7,000 between them: Yarrow specialises in warships and Kvaerner Govan in high-tech liquefied petroleum gas carriers. There is also a food processing industry - companies include United Biscuits, Guinness and Whitbread - which employs 15,000. The 150 companies in the clothing industry employ 5,000 people. Outside the city there are still several engineering companies, including Rolls-Royce, John Brown and Babcock Power. There has also been an influx of pharmaceutical, biochemical and high-tech computer companies into what has become known as Silicon Glen. But in Glasgow proper, there have been few new major investments in manufacturing in the past decade. The number of jobs in the sector declined by nearly 25 per cent in the decade 1978-88. Manufacturing currently employs some 70,000 people in 1,400 companies - approximately 20 per

cent of all employment in the city. Unemployment in the early 1980s averaged 26 per cent, although it was even higher in parts of the city. Offsetting these job losses has been the rise of the service sector. Around 270,000 people out of a population of 750,000 now work in the service industries. The sector accounts for some 80 per cent of all jobs in the city. Always a centre of administration, media and communications, Glasgow has also become a second-tier financial centre. It has also attracted engineering and technological consultancies, and leading-edge research and development concerns. And it has developed a tourist industry based on arts and leisure, rather than sight-seeing. In 1982 there were 700,000 staying visitors; last year there were over 2m. Retailing has been a growth industry. The Princes Square shopping development was completed in 1987 at a cost of £20m. Earlier this year the St Enoch's shopping, ice rink and car park centre opened its doors for business. Costing £20m to build, it is said to be the largest glass-covered complex in Western Europe. How has this inner city renaissance come about? First, there has been a remarkable degree of co-operation between the Labour-dominated city council and the private sector. Mr Pat Lally, Glasgow's Labour leader, serves on a committee with Mr Frewer Mackenzie of the Glasgow CBI, talking of market forces and airport policy. The council was hung for a period in the mid-1970s, following a surge in support for the Scottish National Party. The old cloth-cap socialists who had dominated for 50 years were ousted and, when that SNP tide ebbed, a new kind of Labour Party councillor was elected. University-educated and entrepreneurially-minded, these councillors were in tune with private enterprise in a way that their counterparts in the 1930s were not.

Several joint enterprises, in which the city was aided by the Scottish Development Agency, were begun. The regeneration of Glasgow got under way with the Glasgow Eastern Area Renewal project. This was aimed at reversing the decline in the east of the city which had some of the worst slums in Europe; over a decade the SDA and the city authorities spent more than £500m. The results can be seen in the restored tenement housing and the new private sector housing developments like Bridgeton. A comparatively autonomous and streamlined decision-making process has been behind the "Glasgow Miles Better" campaign, begun in 1982, and one of the most successful image-changing drives ever undertaken by a city. By the time the garden festival took place last year, attracting 4.25m visitors, Glasgow was no longer seen as a run-down northern industrial city where it was unsafe to venture abroad at night. It had become, instead, a place of culture where the arts flourished. Following intense competition, Glasgow next year becomes the European "cultural capital." Its year-long festival will cost around £50m and it hopes to mount 2,000 special events during the year, involving 450 organisations, and thus have something happening every day of the year. Can this really be Glasgow? ask the advertisements. The swish Clydeside restaurants, the bustling centre with its new office blocks and smart shopping precincts, testify to a regeneration, even if a motorway still goes through the city. The renaissance, however, is confined to the centre and the smarter suburbs. There is another side to Glasgow which has yet to see the sun. In the 1950s and 1960s areas of grim and unhealthy tenements, remnants of Victorian and Edwardian days, were demolished and the inhabitants moved out to tower blocks in the suburbs. But these were built without supporting community facilities and the estates of Easterhouse, Castlemilk, Drumchapel and Pollok have become, in turn, some of the worst slums in Europe. Unemployment in the estates



Tony Andrews  
Glasgow Stock Exchange

is 40 per cent in places. The New Statesman and Society magazine reported a year ago that more than a quarter of the local population lives at or below the poverty line. This includes 42 per cent of its elderly people, 67 per cent of the registered unemployed and 67 per cent of single parents. The situation has not improved in the past 12 months. To the public relations types promoting Glasgow, these estates are "peripheral" because they are some way from the city centre. But until the new-found prosperity of Glasgow's centre spreads out to its limbs, it is wrong to describe the renaissance as a complete success story. Stewart Dalby

THE ECONOMY

New surge of confidence

HOW ONE assesses the Scottish economy is almost a matter of mood. On a good day one sees signs of considerable economic activity and prosperity; on a bad day one is more conscious of unsettling medium-term trends. By most measurements the Scottish economy is currently doing well. The new confidence of Glasgow and Edinburgh is shown not just in the heavy traffic on their streets but in the large office developments being built or planned for their centres and periphery. Aberdeen has decisively put the 1988-89 oil industry recession behind it. The Highland capital, Inverness, is the fastest-growing city in Scotland in terms of population. Confounding Scotland's image as a poor country, a survey of household disposable income per head in Britain put two areas - Grampian in the north-east, and Lothian and Borders in the south-east - in the top bracket, on a par with the south-east of England. Manufacturing output in the second quarter of this year finally outstripped the previous record of 1978, faster than that of the UK as a whole. One of Scotland's leading export industries, whisky, is enjoying a strong revival with several distilleries reopening after shutting earlier in the decade. Engineering industries are flourishing and much of the electronics industry is doing well, though textiles are suffering. While banking is at risk because of declining catches and tightening quota restrictions, agriculture is doing better after several bad years. In the north-east revived offshore oilfield development from a more economical cost base than before 1986 is creating good jobs for specialist offshore supply companies and oil platform construction yards. Offshore pipelines are being constructed and British Petroleum recently announced a £260m expansion of its Grampian petrochemical complex in central Scotland. It is a very different economy from that of a decade or so ago. The large heavy industries have mostly gone; there are just two big shipyards on

the Clyde and it is significant that British Steel's Ravenscraig complex, now facing a prolonged Christmas shutdown after some years of working flat out, serves very few customers in Scotland. British Coal has only one deep mined pit complex working. While sleek new plants making electronic equipment, usually owned by foreign companies, continue to spring up in Silicon Glen, employment growth is in services. Financial services, centred on Edinburgh and Glasgow, have increased their share of gross domestic product from 9 per cent to almost 15 per cent in the past decade. The tourist industry is expanding with about £260m worth of projects under way or being considered. The economic boom in the rest of Britain was slow to reach Scotland and growth was negligible in 1986 and only moderate in 1987. But last year the Scottish economy grew faster than at any time since 1973, though expansion was slower than in the UK as a whole. This year unemployment has been dropping rapidly, to 8.6 per cent on a seasonally adjusted basis in October, though this compares with a UK average of 5.9 per cent. In Aberdeen unemployment is only 3.7 per cent, while Edinburgh has 7 per cent, Inverness 7.4 and Glasgow 12.1 per cent. The economy has continued to expand strongly this year but opinion surveys have shown a marked drop in confidence about the future as interest rates have soared. However, there are few signs of this yet affecting employment or output (electricity consumption by industrial users is still running strongly) and some economists believe that although there will be a downturn next year, Scotland could perform better than the rest of the UK. The current strength of the oil supply industry boosts general confidence, the decline of sterling should particularly benefit an export-oriented economy and Scottish consumer spending is less affected by high mortgage rates since fewer Scots own their own

homes or have big mortgages. But just as the British economy is weaker than other parts of Europe, so that of Scotland is weaker than some other parts of Britain. Recently an economic summit was held in Glasgow to debate a comprehensive, if somewhat turgid, report prepared by academics for the Standing Commission for the Scottish Economy - a grouping of trade unions and local authorities set up in 1986. The Government and most business leaders were prominent by their absence, but though many of the report's conclusions were disdained, others probably struck a chord. The most obvious was continuing evidence of the North-South divide: for example, between 1983 and 1988 the number of employees in employment fell by 0.1 per cent in Scotland while it rose by 8 per cent in the UK as a whole, with a 10 per cent rise in the south-east and 24 per cent in East Anglia. Scotland performed worse than any other part of the UK, except for Northern Ireland. The report also highlighted emigration from Scotland, which outpaces natural population growth. In 1988 emigration was 24,700, some 10,000 more than in 1987. The current emigrants are not, for the most

part, leaving an economic wasteland; rather the opportunities in southern Britain are more plentiful and more lucrative. The emigrants are young and contain a disproportionate share of graduates. This drain of some of the most economically active Scots has been going on for more than a century, it may be among the causes of discouraging statistics on emigration in Scotland: between 1980 and 1987 the share of Scottish weekly household income from self-employment fell from 7 to 5.5 per cent. Net VAT registrations from 1980-87 grew by 11.4 per cent against almost 14 per cent for the UK as a whole. Since 1980, only 2.9 per cent of USM flotations have involved Scottish companies. Scottish business is eroded by the drain of takeover of many large companies; Central Scotland Breweries, for example, though Scottish and Newcastle Breweries was rebranded by the Monopolies and Mergers Commission from takeover by Elders IXL this year. Not all these takeovers have had dire effects: it could be argued that Guinness is a better steward of the whisky industry than Distillers. But week by week, small to medium-sized Scottish businesses sell out to southern or foreign-based companies, arguably taking away jobs for the service sector and the possibility of building large Scottish-based concerns. An increasing number of Scots are coming to believe that an industrial policy which favours inward investment by foreign companies creates an employment structure in which enterprises are unlikely to displace a disproportionate number of working-class jobs and not enough opportunities for managers and professionals in branch manufacturing plants. That Scotland has recently been winning a smaller share of inward investment projects in Britain could be a blessing in disguise. The Government has rejected traditional regional assistance in favour of these problems; putting its faith instead in the accelerating drift of people and companies from the crowded south-east of England. But so far only small numbers of them have reached Scotland and the Standing Commission report concluded that it would take more than market forces alone to drive them there. The advent of the Channel Tunnel, further stimulating the south of England, combined with Scotland's relatively poor transport links with the south; is also working in the wrong direction. James Burton

There is another side to Glasgow which has yet to see the sun

degree of co-operation between the Labour-dominated city council and the private sector. Mr Pat Lally, Glasgow's Labour leader, serves on a committee with Mr Frewer Mackenzie of the Glasgow CBI, talking of market forces and airport policy. The council was hung for a period in the mid-1970s, following a surge in support for the Scottish National Party. The old cloth-cap socialists who had dominated for 50 years were ousted and, when that SNP tide ebbed, a new kind of Labour Party councillor was elected. University-educated and entrepreneurially-minded, these councillors were in tune with private enterprise in a way that their counterparts in the 1930s were not.

The country's travel links need to be improved

The outside world comes closer

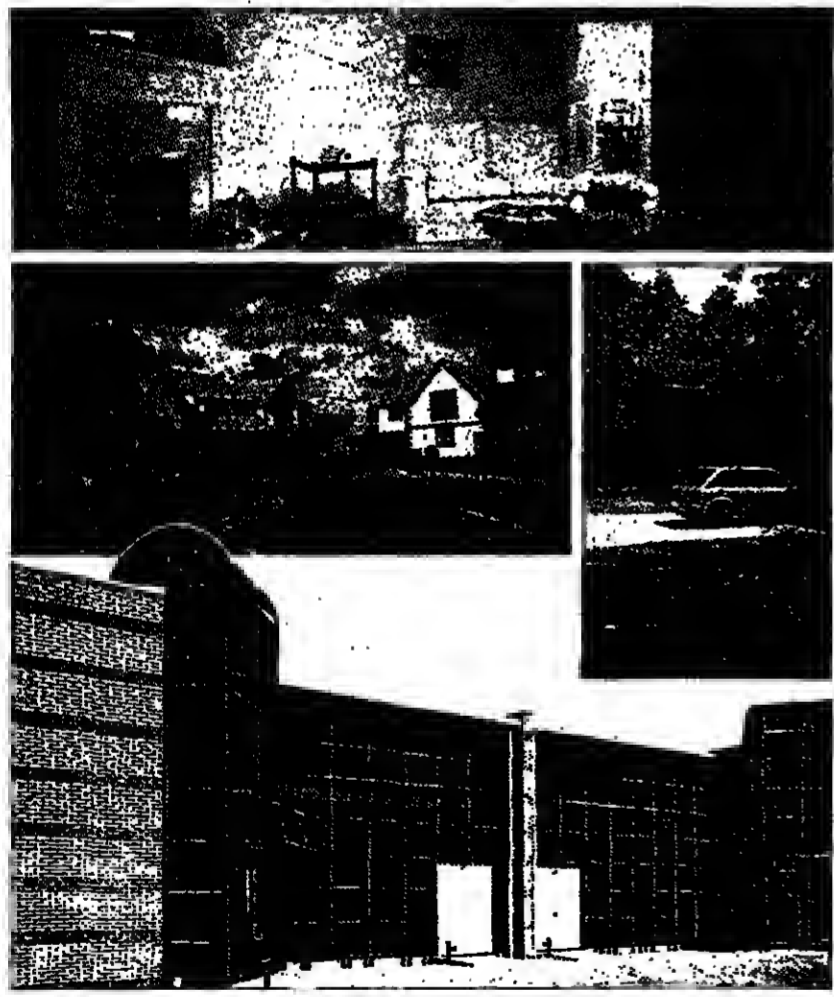
AS THE Channel Tunnel opening in 1993 draws closer, Scotland is increasingly concerned with its relative isolation on the periphery of Europe and the gaps in its air and land communications which exacerbate this. The major preoccupation is with the Channel Tunnel, because of the deadline for submissions on ending Prestwick Airport's monopoly on transatlantic flights from Scotland closed last month. But the Confederation of British Industry in Scotland and the Scottish Trades Union Congress have reason to draw up reports on the road network and what the Channel Tunnel will mean in terms of rail links. The problem with Prestwick has been that it is in Ayr, 35 miles south-west of Glasgow, and has poor road and rail access. It has been the need for transatlantic flights. Yet there have been arguments in favour of keeping Prestwick open, not least the job losses that could be involved if it closed. Some 4,500 people are employed there. The Scottish CBI as well as other business groups and the civic authorities in Glasgow and Edinburgh have advocated an "open skies policy". They feel that Glasgow with 2m passengers at the moment would benefit enormously from the right to take in transatlantic flights, as would Edinburgh. These two airports would be able to build up further business to Europe if they became the first stop for travellers from the US and Canada. Mr Cecil Parkinson, Transport Secretary, is expected to make a decision on Prestwick early in the New Year. The prominence which the Prestwick debate has been given has spilled over into other areas of communication. Last month the CBI set out its views on Scotland's roads. This was, in part, a response to the Scottish Office Roads Directorate's consultation document "Routes South of Edinburgh". The CBI says that the M5 between Edinburgh and Glasgow should be completed as a matter of urgency. At present, there are gaps at each end. The congestion at Edinburgh is particularly acute. The CBI paper advocates attention to the Newbridge roundabout outside Edinburgh, and the completion of the city bypass to divert through traffic from the city centre. At this point the CBI starts to disagree with the Government. While it welcomes the upgrading of the A74 down to Carlisle to full motorway status to link the M74 with the M6, it rejects the notion that the private sector should build

one of the first toll roads in Britain, between the M5 and the M74. As a major strategic link road, that should be built by the Government, it says. Private funds should be used for other projects like estuarial roads in the west of Scotland. Mr James Young, assistant director of the CBI, takes issue with the Government's contention that the M74 should be the main route south. He says that "the only serious contender for major route status south of Edinburgh is the A1". For freight the implications could be more serious. He argues that the routes north of Edinburgh, the A9 to Inverness and the B90 to Perth, can comfortably handle the projected level of traffic. The A1 should be upgraded to motorway status if possible. The Government's policy on rail links for Scotland, if and when the Channel Tunnel opens in 1993, has also come under attack from the Scottish Trades Union Congress. A paper drawn up by Mr Douglas Harrison of the Scottish TUC for a special conference, says British Rail has done a lot to prepare for the Channel Tunnel. He says that because British Rail is hamstrung by Treasury requirements that it earn a return of 8 per cent on investment, it has shrank from making the large investments needed.

This means that while Britain is stuck with packing up a 19th century rail network, France, Spain and Belgium have TGV high speed trains capable of averaging 180 mph. All British Rail has promised, so far is electrification of the east coast line so that speeds of 140 mph (in parts) could be reached and the London to Edinburgh journey time could be cut before the tunnel opens. However, any faster time will not happen on day one of the opening of the Channel Tunnel. All that is in prospect then is use daytime services from Edinburgh (with a possible link to Glasgow) to Paris and Brussels and one or two overnight services. Mr Harrison reckons it will take at least eight hours to get from Edinburgh to the tunnel entrance until the late 1990s. This may not matter so much for business passengers, since Scotland has always developed a "sleeper culture", although it could affect the tourist trade. And for freight the implications for Scotland could be more serious. Mr Harrison points out the longer the journey time between two destinations, the greater the relative advantage that rail freight has over other forms of transport. This could be important for Scotland, providing the pricing is right. Thus the expected rail freight journey time through the tunnel from Glasgow to Frankfurt is 32 hours, compared with 74 hours by road via Dover, 58 hours via Hull and 80 hours via current rail services. Though Scottish exporters

could benefit a closer look at freight terminals is needed, says Mr Harrison. At present, there are no plans for a dedicated freight terminal at Glasgow or Edinburgh, but there are plans for such terminals at Leeds, Doncaster and Manchester. That could result in Scottish exporters trucking down parts or components to major rail heads and losing some value added in the process. Another problem is that the continental rail system with its standard gauge has different loading patterns to Britain. This means that continental European freight wagons are higher and wider than they are in Britain. British Rail's response to this has been to encourage the use of new wagons with a lower base and smaller wheels. This could result in greater imports in Scotland because of bigger containers from the Continent. Mr Harrison feels that British Rail should bite the bullet and build a gauge gauge spur track from the tunnel mouth up to Scotland. Transport 2000, a private lobby group, says that can be done for £20m. He counters that it would cost 10 times as much. "They will have to do it one day," he says. Mr Harrison says Scotland could do well out of the Channel Tunnel if the investment is made. One way or another, the country's road, rail and air links could repay more study. Stewart Dalby

FIFTEEN YEARS AGO WE LAID OUR FIRST BRICK.



In fifteen years we have come a very long way. From a modest beginning as a housebuilder in Aberdeen, to a group which embraces most of the UK with seven housebuilding companies, a commercial property division in Scotland and England, and a finance division who arrange funding and management for small developers on a profit-sharing basis. From a standing start to turnover of £78m in the year to June 1989. With pre-tax profits up on 1988 by a substantial 47%, to £10.5m. With earnings per share 27% higher at 18.29p, and dividends increased by 20% per share. There's more, yet.

WHAT A FOUNDATION IT'S TURNED OUT TO BE.

The Scottish origins remain strong. Our well-established Lothian housebuilding operation has been joined by Strathclyde, where unit sales rose from 10 in 1988 to 171 in 1989. Fifteen years ago, the CALA name was just a word on a tiny site-boarding in Scotland. Today it's the sign of a national builder.



42 Colinton Road, Edinburgh EH10 5BT. Telephone: 031-346 0194. Copies of the 1989 annual report can be obtained from this address.

EASTFIELD INDUSTRIAL ESTATE GLENROTHES, FIFE, SCOTLAND

On Behalf Of General Instrument Corporation FOR SALE/MAY LEASE

Modern, Semiconductor Manufacturing Facility. 93,000 Sq. Ft.

Available as a whole or possibly in parts.



031-225 8344



21 WALKER ST. EDINBURGH TEL: 031-225 9816



SCOTLAND 3

Stewart Dalby considers the impact of environmental issues

Conifer deal saves peatland

ENVIRONMENT questions in Scotland may be no more contentious than elsewhere in Britain, but the scale is different, the issues are more sharply focused and the battle lines are more clearly drawn.

The Highlands and Islands' population of 350,000 is the size of an average British town. But it is rarely a question in Scotland of a small 25 acre wood, being of scientific interest, more like tens of thousands of acres of peatland in Caithness and Sutherland being ecologically worth conserving because of the unusual habitat and climatic conditions.

Scotland has almost two-thirds of the coastline of Great Britain (12,000km out of 19,000km). It is renowned for its diversity, rocky cliffs and sandy bays, sea lochs and sheltered estuaries. The warm waters of the Atlantic mean there is a diversity of sea life.

Technological progress has meant that in recent years fish farming, particularly of salmon, has crossed an economic threshold. The industry has grown from an output of 500 tons in 1979 to 15,000 tons in 1987, and hundreds of jobs have been created.

The indigenous population is keen on fish farming because halts depopulation of young people. For similar reasons, it was not against the forestation of the peatlands with conifers. The locals have been generally enthusiastic on tourism, again for the jobs and income.

Curiously, the NCC is often in informal coalition with outsiders who have gone to Scotland to get away from the rat race elsewhere in Britain. Having taken over old cottages or bought crofts as holiday homes, the last thing the "white settlers" as the natives call them, want is tourists swamping the glens, playing radios loudly and leaving lots of litter. What they have in mind by tourists, however, is the expert angler or bird watcher who will respect and preserve the environment.

A good example of how battle lines were joined, between the opposing forces was over the planting of conifers in the peatland of Caithness and Sutherland. This industry sprang up to provide pits props, railway sleepers and the like during times of national shortage as in the world wars. The climate has meant that the area is suitable only for conifers.

Until last year, planting such forests could be used as a tax concession, as was done by many TV stars. Since then, the commercial reason for planting the forests has been largely undercut. The forests produce a commercial return of something like 1 per cent over 20 years. Now, therefore, they are largely of interest only to long-term investors, such as pension funds.

Because of the high winds, it is necessary to plant the conifers densely - what has become known as blanket planting. The ecological case against conifers contrasts with that in favour of the tropical rain forest. Tropical wood protects and renews the fragile soil, allowing a rich variety of flora and fauna to flourish; dense plantation of conifers does precisely the opposite.

Dr John Francis, the head of the NCC in Scotland says: "This is a balanced answer to the conundrum since it addresses both sides of the issue." He hopes that a similar balanced course can be found for fish farming and readily admits that it is an ideal industry for Scotland. But there are three areas of concern.

First, there is the physical presence of the cages and buoys, sitting in some of Scotland's most stunning scenery. Second, there is the question of pollution of the sea-bed because of the chemical feed and the effluent falling through the cages to the bottom of the sea. This is a particular problem if a farm is sited in a loch that is not completely scoured by tidal currents.

Third, there is the question of fresh water smolts (baby salmon) or fully grown salmon being released into the sea. These bred with wild salmon and over a period weaken the wild strain genetically.

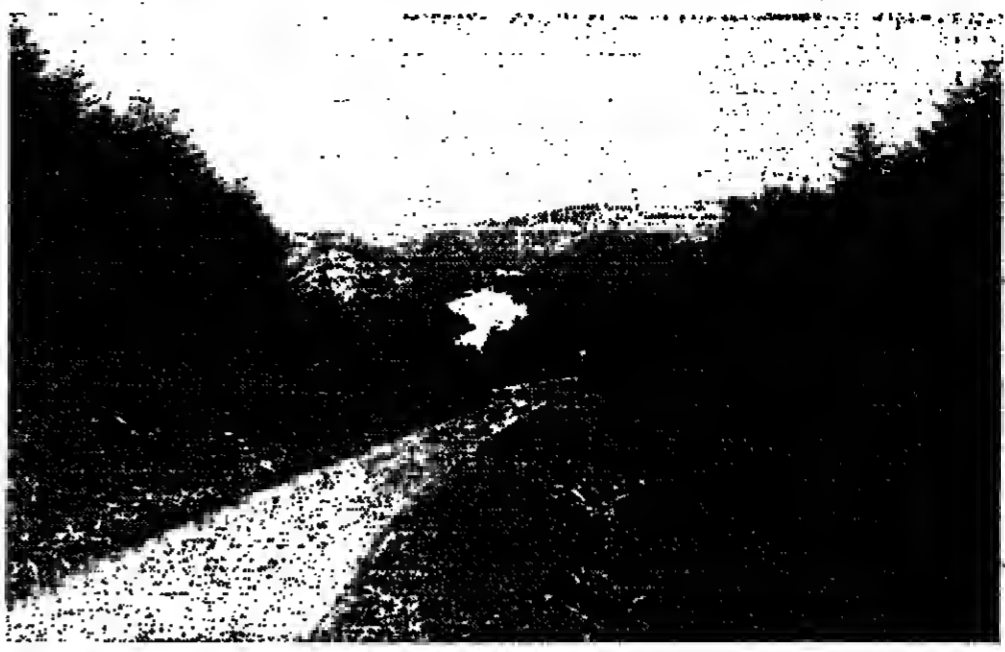
Dr Francis believes that with co-operation from the Crown Estates, the government agency which owns the coastline as well as the seabed, and with a responsible attitude from the farms - many owned by large companies such as Booker McConnell - the problems can be resolved.

Commercial interests and the Highland Council want. And there is concern that NINE, the nuclear agency, may pick a Scottish site as a national depository for nuclear waste.

Also, the NCC is concerned that overgrazing by sheep (especially since changes in the EC sheep meat regime have encouraged farmers to put more sheep on the same amount of land) is leading to degradation of the soil.

The NCC would probably have helped its cause if it had been seen to be rather more local. Its announcement about the peatlands was made some time ago from the south of England without, it is said, proper local consultation.

Partly because of criticisms over this, the NCC is now being split up into Scottish, English and Welsh divisions. Dr Francis is not averse to this, so long as the budget is also split fairly. There is plenty, he says, for the NCC to spend it on.



Loch Doffet in the Highland Region

James Buxton looks towards next year's electricity privatisation

Power split by dividing line

SCOTLAND HAS a separate and very different electricity industry from that of England and Wales, as the British public will discover when privatisation goes ahead next year.

Unlike in England and Wales, where generation and distribution are split, Scotland has an integrated electricity supply structure. Two boards, the South of Scotland Electricity Board (SSEB) and the North of Scotland Hydro-Electric Board (NSHEB), each act as vertically integrated companies for their respective regions, divided by a line running between the Clyde and Tay estuaries.

Until earlier this year the two boards operated a joint generating agreement so that the power stations of each organisation were called into service according to a single order of merit, with for example the SSEB's nuclear stations providing base load and the NSHEB's pumped storage plants meeting peaks of demand.

When privatisation loomed, Mr Donald Miller, chairman of the SSEB, argued for the two boards to be privatised under a single holding company that would have broadly preserved the old structure. But the Government decided to float the two boards separately, partly to achieve a degree of competition (if only "by comparison") and partly to add two companies rather than one to the slender Scottish private sector.

It was decided to place the SSEB's three nuclear plants, one Magnox plant and two advanced gas cooled plants, into a separate company, Scottish Nuclear Limited (SNL), of which 74.9 per cent would be owned by the SSEB and 25.1 per cent by the NSHEB. The joint generating agreement, in which the SSEB had effectively called the shots, came to an end in April this year, after which the two companies began to operate separately.

Transfers were made to give each board a better balance of generating capacity, in order that they would share the surplus power to export across the border to England: the NSHEB gave up its Cruachan pumped storage plant and it was arranged that the SSEB would get access to a further 200MW of the NSHEB's hydro-electric capacity, while the NSHEB gained access to 600MW of the SSEB's coal-fired capacity.

The SSEB is also to take between half and 70 per cent of the output from the NSHEB's gas-fired power station at Peterhead in north-east Scotland which from 1992 is to burn gas piped directly from BP's Miller field in the North Sea, providing an important source of low cost power. The NSHEB is adding a 230MW gas turbine power station at Peterhead at a cost of £40m to cover for when the main generating sets are not working.

The result of the split was to set the NSHEB, which is to be known after privatisation as Scottish Hydro-Electric, on a new path of independence: it is already selling power to the SSEB (which will be known as Scottish Power) and the Central Electricity Generating Board.

The NSHEB has acquired an almost completely new management with several figures brought in from outside the industry, including its chief executive for the past year, Mr Roger Young, who came from Low & Bonar, a manufacturing company. It is already trying to market the expertise it gains in building the new plant at Peterhead to companies in England.

The SSEB remains under the chairmanship of Mr Donald Miller, who points out that a management study of his

organisation by Coopers & Lybrand gave it a clean bill of health. "We've never quite regarded ourselves as a nationalised industry and have tried to operate as a privatised one for some time," he says. Mr Miller points to innovations the SSEB has made in supplying and billing domestic consumers.

Recently the SSEB inaugurated the Torness AGR plant, within budget and close to schedule. "It has fallen to me to be chairman when we completed a 25-year long-term plan to get an ideal mix of generating capacity," says Mr Miller. But though the SSEB is considered more successful at constructing and running nuclear plants than the CEGB, the wisdom of building Torness at a cost of about £2.5bn against a background of static demand has been challenged.

Mr Miller now says that half its capacity was required to replace older nuclear plant which has been or will be shut down - the Atomic Energy Authority's Chapelcross station and its Dounreay establishment which is to be run down in the 1990s, plus the Humberston A Magnox plant to close to the next few months. But the consequence of the

expansion led by the SSEB's engineers has been to leave Scotland with surplus capacity of about 4,000MW, with oil and coal-fired plants either moth-balled or operating well below capacity as more than half Scotland's electricity is generated by nuclear stations.

This gives the two Scottish companies the capacity to make large sales of power south of the border and plans are being drawn up to expand the inter-connecting power line between Scotland and England from 850MW up to an eventual 2,000MW, produced by both companies. Despite the SSEB's better reputation for running nuclear stations, they too had to be removed from the privatisation when the English AGRs were pulled out as the city refused to swallow the cost of allowing for incalculable decommissioning and reprocessing liabilities.

Mr Miller does not hide his regret at the fact that SNL is no longer to be "in-house" as he calls it and given the predominance of nuclear power in Scotland it could be argued that selling off the two companies without the nuclear plants means a "broken-backed" privatisation.

But in practice it should be simpler. SNL is already separately constituted. By remaining in the public sector Scottish Power and Scottish Hydro-Electric will be spared both the nuclear liabilities and, they hope, the heavy borrowing which financed the build-

ing of the plants. Negotiations with the Government are now going on. The SSEB has also to reach a deal with British Coal on coal supplies in order to make exports south of the border economic. "Thanks to the closure this year of all but one of British Coal's remaining pits in Scotland, and considerable improvements in productivity at the last deep mining complex, Leazes in Fife, British Coal's production costs in Scotland have fallen from 3.25 pence per gigajoule in February 1988 to 2.35p in September. Though those figures still put the Scottish coalfield towards the top end of British Coal's cost range, Mr Miller says that the SSEB would be happy to buy at these costs.

These pricing issues, plus finalising a formal agreement between the two Scottish boards, should be completed relatively soon to allow the Scottish boards to be vested along with their English counterparts at the end of March next year, with their flotation tentatively scheduled for the early autumn, possibly ahead of the English distribution companies. "We want an early date," says Mr Miller. "We don't want to wait till the end of the queue."

**Fabric of a Nation**

That's because Scottish Power has access to a balanced portfolio of generation sources - coal, oil, water and nuclear power - which produces a most cost-efficient electricity supply. And for business users, Scottish Power provides a full consultancy service designed to help solve problems and save money.

Scottish Power will play a major role in the future of Scotland. We're providing the fabric that makes the nation.

**Scottish Power**  
South of Scotland Electricity Board

Scotland runs on electricity. Power for industry, for homes, for offices and for retail outlets. Power for hospitals, schools, farms and theatres.

Over 75% of Scots depend on Scottish Power for their electricity. And whether for business or domestic use, they enjoy lower average tariffs than electricity users in almost any other country.

**INVALUABLE**

If it is true that there is no substitute for experience, then we at Inver Gordon are well served in a very precious commodity. Established in 1959, our group of companies, operating six distilleries, boast a fine tradition dedicated to the distilling, blending and marketing to the world, Scotch whiskies of supreme quality.

The years have taught us that loyal, long standing customer relationships can only be achieved if this quality is never compromised.

It never is, in any respect.

Our products are renowned. Our marketing is strong. Our management bold.

Our experience, and our stock, quite simply invaluable.

**IN GOOD SPIRITS**

**INVERGORDON DISTILLERS GROUP**  
9-21 Salamander Place, Leith, Edinburgh EH6 7JL. Tel: 031-554 4404. Telex: 72624 Whisky G. Fax: 031-554 1531



SCOTLAND 4

James Buxton on prospects for the Highlands

Humming with activity

NEXT APRIL British Telecom will launch its integrated services digital network (ISDN), which permits the transmission of high quality graphics between computers at high speed. It will start operating in the City of London, the M4 corridor, Manchester, Edinburgh and in the Highlands of Scotland.

The creation of an ISDN network in the Highlands is one of the more imaginative development projects embarked on in this distant, often neglected part of Britain. It will enable existing businesses to overcome their remoteness from markets, encourage new businesses to move to the Highlands from the costly south of England and make it possible for individuals - such as designers or fund managers - to carry out sophisticated work from home, a process sometimes called telecommuting.

British Telecom's Highlands & Islands initiative will bring ISDN to 43 larger telephone exchanges in the area by 1992, covering more than 65 per cent of the population. For the entire Highland area, including those places which are not served by the 43 exchanges, access to the public data transmission network will from next April be charged at the cost of a local call.

The entire project will cost £16.25m, of which £4.2m is a grant from the Highlands & Islands Development Board. It

is a recognition that the economic future of the Highlands & Islands lies less with large-scale industries and more with localised development and with exploiting the realisation that the Highlands are one of the least spoilt areas of Britain.

What are the more obvious changes which a visitor to the Highlands after a gap of a few years is likely to notice?

He (or she) will find Inverness, the Highland capital, expanding faster than any other town in Scotland (admittedly from a small base) with new industry, housing, hotels and property development schemes. If he visits the lochs and inlets of the west coast and the islands he will see that once solitary, barely inhabited places are humming with activity around fish farms breeding salmon, an industry that has sprung up only in the past few years, delighting those who want to see economic development in previously forlorn places, but often upsetting conservationists.

More and more, he will hear the English accents of incomers or "white settlers" displacing those of the Highlanders, as people move up from the

South, seeking a better lifestyle and often pushing house prices beyond the range of the local inhabitants.

These are all signs of the new prosperity of the Highlands as the boom in southern Britain spreads its tentacles. After a century of relentless decline, the population of the Highlands is increasing - that of the Highlands & Islands Board area has grown by 10,000 to 368,000 in the past decade.

Yet despite these signs of growth, the Highlands still present a mixed picture. The tourist industry is doing well, after a summer of almost unprecedented warm weather. New developments are under way, even at the remote area of John O'Groats, whose hotel has been acquired by Mr Peter De Savary, the businessman. A new skiing development opens this month in the Ben Nevis range near Fort William.

The offshore oil industry is once again expanding as development projects go ahead, which the oil companies now find economic at prices that would once have been considered far too low. Both the offshore platform yards on the Moray Firth - Highland Fabri-

cators at Nigg and McDermott at Ardersier - have full order books and labour forces of around 2,000, having dropped in the recent past to just a few hundred. All this boosts Inverness and the Moray Firth area.

But in other industries the picture is gloomier. Fish farms have created more than 2,500 jobs from nowhere, but many face financial crisis because of a collapse of prices caused by the over-expansion of the much larger Norwegian salmon farming industry. Several fish farming businesses have gone bankrupt this year and others are up for sale.

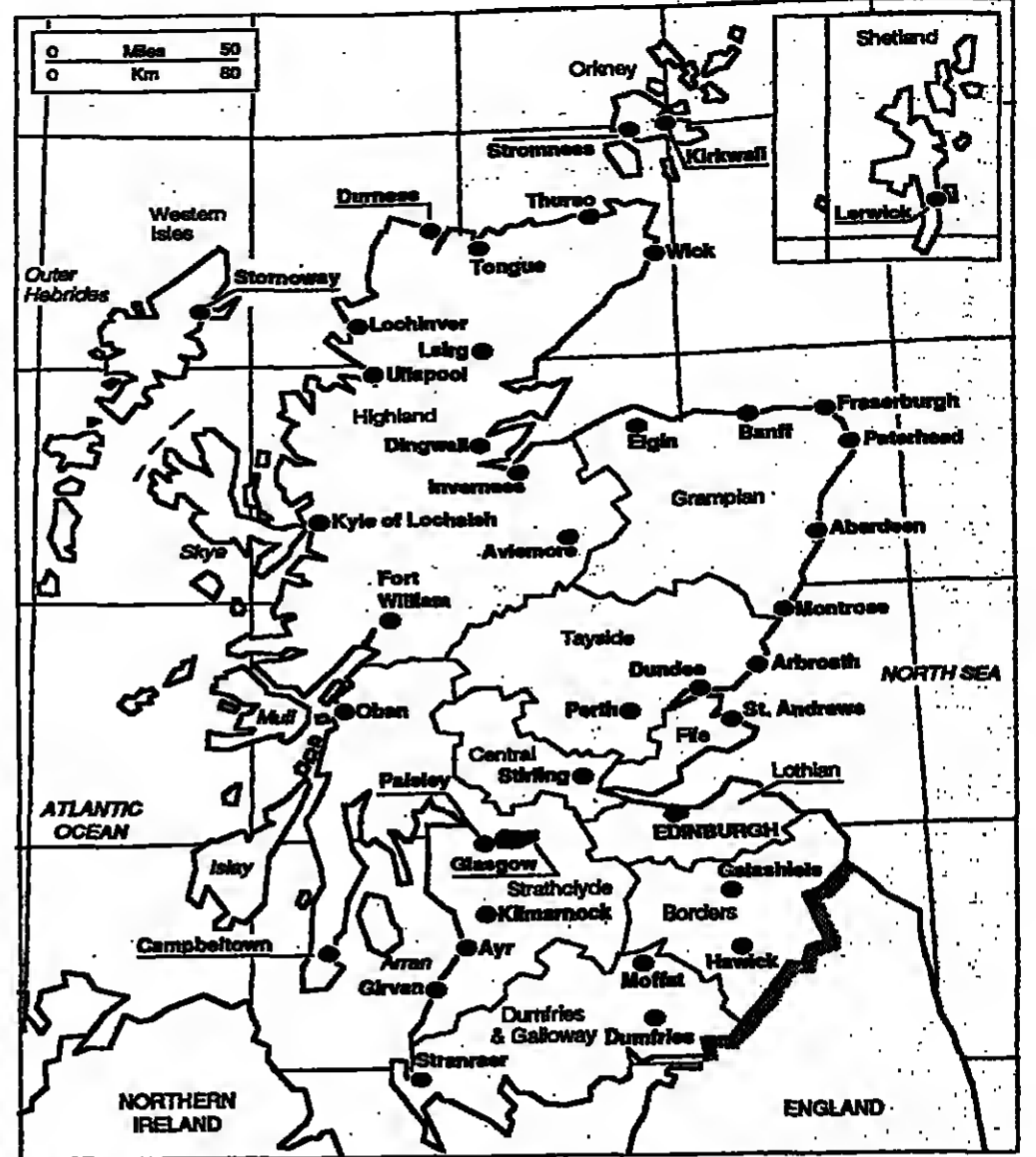
Conventional sea fishing is in difficulties: after several years of expanding and modernising their fleet, Scottish fishermen, who produce about two-thirds of the UK catch, this year faced a sharply reduced quota for haddock which was exhausted by early November and is likely to be further reduced next year. On the land the general weakness of European agriculture is aggravated by the difficulties of farming in much of the Highlands, despite rural development programmes. New forestry planting has been hit by

the phasing out of tax concessions in the 1988 budget.

No part of the Highlands and Islands has been worse hit by economic difficulties than the Western Isles, the islands of Lewis and Harris. Last December the offshore fabrication yard owned by Heerema, a Dutch group, at Arish Point near Stornoway, closed with the loss of 40 jobs at a facility which once employed 500. The islands have seen rapid expansion of salmon farming, now in difficulties. And the Harris tweed industry, which gives work to hundreds of crofters as outworkers, has suffered a severe fall in demand in the US, one of its main markets. One of the four mills went into receivership this autumn and some believe the industry may be in secular decline.

Calthness, at the far north-east tip of the British mainland, is threatened by the rundown of the Doureay nuclear research establishment. Mr Cecil Parkinson, when Energy Secretary, announced last year that the fast breeder reactor is to close in 1993-94 and the fuel reprocessing plant in 1997.

So while tourism and the British Telecom project hold out development opportunities in the more remote parts of the region, it looks at the moment as if the best prospects for the Highlands are likely to be centred around Inverness and the Moray Firth.



WHEN Strathclyde Regional Council, the country's largest local authority, recently complained about the status it is likely to be accorded under the Government's Scottish Enterprise scheme, it was careful to do so in a polite, positive way.

It is a remarkable achievement of the Government that its Scottish Enterprise policy for the reform of training and enterprise development commands broad approval, though it amounts to the privatisation of the two-thirds of the Scottish Development Agency and there have been serious reservations about the detailed working of the scheme.

The activities in Scotland of the Training Agency and those of the Scottish Development Agency are being merged to create Scottish Enterprise. The new body will have a set of core functions, but many of its activities will be devolved to 12 local enterprise companies (LECs) in lowland Scotland, under the control of boards on which the private sector holds two-thirds of the seats.

The LECs resemble the

New policy wins approval, James Buxton finds

Thumbs up for Enterprise

Training and Enterprise Councils (TECs) being set up in England and Wales, but should have greater power because of the functions of the SDA which they will inherit.

In the Highlands and Islands the development board is to be replaced by Highlands and Islands Enterprise which will have eight LECs under it.

While the Government is currently legislating to create the new parent bodies, consortia have been formed in six regions of lowland Scotland to bid to form LECs. The first should start operating next summer. They will take over responsibility for youth and employment training from the Training Agency, a role which will take up at least 80 per cent of their budget. But they will also assume the local functions of the SDA in enterprise devel-

opment, small-scale urban renewal, property development and business advisory services.

LECs will be able to invest up to £50,000 in business ventures without higher authorisation, and up to £250,000 in property ventures. This should encompass about 80 per cent of the SDA's current activities and will be progressively raised. The LECs will be encouraged to supplement their budget with outside funds but will be tightly controlled, making monthly reports to Scottish Enterprise and agreeing an annual plan.

Scottish Enterprise was the idea of Mr Bill Hughes, when chairman of the CHI in Scotland. He wanted to make economic development more local, wresting it away from established bodies like the SDA and give the private sector a lead-

ing role. The idea appealed to the Government as a Scottish initiative which, by giving a leading role to the private sector, might also produce political rewards for the Conservative Party.

The wide support for Scottish Enterprise seems due to several factors: it came from outside government; there is logic in combining training and business development; it is particular to Scotland; and the LECs are local. Business leaders such as Mr Ian Wood, chairman of the Wood Group (Aberdeen), Sir Norman Macfarlane, former chairman of Guinness (Glasgow) and Sir Charles Fraser, vice-chairman of United Biscuits (Lothian) are chairing the consortia.

But trade unionists are also involved (Mr Campbell Christie, general secretary of the

Scottish TUC, is a member of the Glasgow consortium) and local government leaders, many of them Labour. Yet the Labour Party is virtually the only organisation that officially disapproves of the scheme.

However, supporters of the SDA fear that it will lose its effectiveness under Scottish Enterprise, while the uncertainty caused by the transition has had a bad effect on morale, despite Government assurances that the SDA will keep its strategic functions such as area development and inward investment promotion, with staff who transfer to LECs getting preferential terms.

But admiration of the SDA is not universal. "Large companies don't have much to do with the SDA but think it's good, small companies don't get much help from it and think it's terrible, and the Scottish public doesn't know much about it but thinks it's wonderful," was the recent pithy conclusion of one of Scotland's many specialists in local economic development.

Sceptics about the SDA's value fear that it will bureaucratise the Scottish Enterprise project and stifle real change. Initial experience, they claim, shows that both the SDA and the Training Agency are more interested in preserving their own positions under Scottish Enterprise than in developing something new, and that staff of the two bodies are deeply suspicious of each other.

Others point to the contradiction between the Government's desire for big businessmen to lead the LECs and the fact that the people in greatest need of help from Scottish Enterprise are smaller businessmen, of whose problems big companies may have little understanding. They doubt whether the private sector will

put much money into LECs, despite the Government's stated aim that the private sector should eventually take over all funding of training.

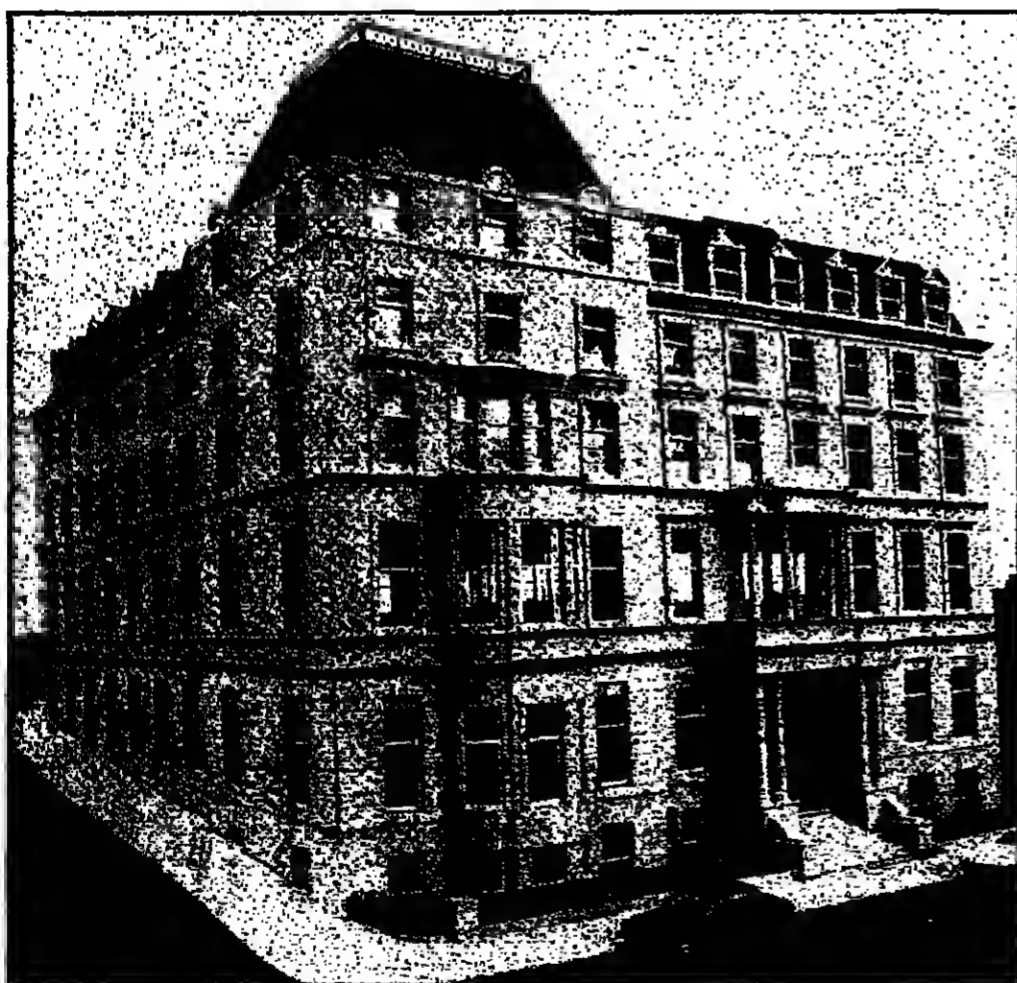
Some fear that restrictions on the autonomy of the LECs will be too limiting: that in the words of Mr Ian Wood, chairman-designate of Grampian Enterprise, "the bureaucrats may not let the private sector get out of the bottle."

sees the LECs "sub-contracting" services to these bodies but others believe the relationship should be that of equal partnership - a view put by Strathclyde.

Mr Wood believes that if the LECs are "imaginatively and enthusiastically led and supported throughout Scotland, they could be a catalyst to change and success, correcting years of neglect of training and producing a workforce and business structure for the exacting requirements of the 1990s.

He sees Grampian Enterprise as a chance to look at the different development initiatives going on in the region, rationalise them to avoid duplication and ensure that what they provide is better known.

250 St Vincent Street Glasgow



Prestigious new building providing 44,500 square feet of high quality office space with basement car parking. Available May 1990. For further details contact David Robertson Burton Property Trust 35/36 Grosvenor Street, London W1X 9FG Telephone: 01-491 7823



Are you too close to Europe for comfort?

Numerous top electronics companies such as SCI, Itec, Prestwick Circuits and Memorex Telex are not.

Sensibly they opted to locate in Irvine. Where land and rates costs are much lower (advance factory space like the Riverside Business Park units below can save up to £6.00 per sq. ft. against rates in the Heathrow triangle).

And since their products are high value, marginally higher transport costs to European markets pale into insignificance.

Excellent communications links including two international airports mean that time is used more beneficially. (No M4/M25 jams here!)

And as for readily available labour, a rare species in the south admittedly, it's here in abundance, with steady rates and low turnover.

What's more lower housing costs in a high amenity location make it easy to recruit.

Take everything into account and we think you'll agree, sometimes you can be more comfortably off by keeping your distance from Europe.

Please put me in a more comfortable position by sending me information about locating in Irvine. I am interested in relocation. I have a mobile expansion project (TIC or equivalent).

NAME: \_\_\_\_\_  
 POSITION HELD: \_\_\_\_\_  
 COMPANY NAME: \_\_\_\_\_  
 ADDRESS: \_\_\_\_\_  
 POSTCODE: \_\_\_\_\_

Send to: Mike Thomas, Commercial Director, Irvine Development Corporation, Pavilion House, IRVINE LA1 2LJ. Alternatively dial 100 and ask for FREEPHONE Irvine, or Fax: (0294) 21167.

Irvine QUALITY IS OUR LIFE AND WORK.

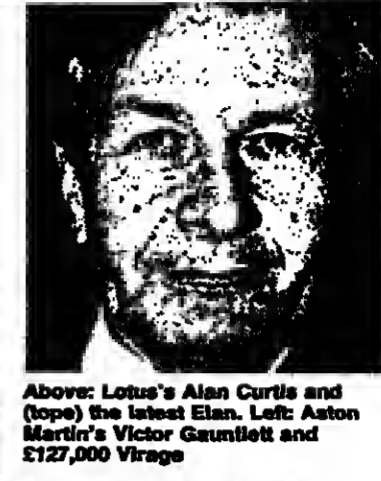


MANAGEMENT

Multinational parents

# Lotus and Aston Martin: unbounded enthusiasm

John Griffiths reports on the implications for Jaguar under its new ownership in the light of the experiences of two other British car makers



Above: Lotus's Alan Curtis and (top) the latest Elan. Left: Aston Martin's Victor Gauntlett and £127,000 Virage

Now that the last substantive obstacles to Ford's £1.6bn takeover of Jaguar have been swept away with Jaguar's shareholders approving the deal at an extraordinary meeting last week, chairman Sir John Egan and his board face the imminent prospect of reporting to Ford of Europe chairman, Lindsey Halstead.

However, concern has already been expressed about the possible effects on the illustrious car maker of its being owned by a mass-market oriented US multinational. Ford is renowned for stamping a common culture on its activities worldwide. One Jaguar shareholder at Friday's EGM reviled Ford as a maker of "plastic covered tin cans at the junk food end of the market."

Ford has given assurances that Jaguar will remain a separate entity with its existing board largely intact and a self-sustaining capital structure. So is the concern justified? Some possible pointers are provided by the experiences of two other prestigious British car makers, Aston Martin Lagonda and Group Lotus, which have been under the control of Ford and General Motors respectively for the past several years.

Victor Gauntlett, the ebullient chairman, chief executive and one-time half-owner of Aston Martin, and Alan Curtis, chairman of Group Lotus (and also a former part-owner of Aston Martin) accept that their compliments about their parent companies will be regarded sceptically.

Nevertheless, the enthusiasm both show for what is considered since Ford took a 75 per cent stake in Aston in September 1987, and GM acquired outright ownership of Lotus in early 1988, appears to go well beyond the demands of diplomacy or enlightened self-interest.

Gauntlett, who holds the remaining 25 per cent of AML, equally readily admits: "I thought the relationship in the first year would be difficult, and that I would be trying to keep Ford people out."

"In the event, I had to remind Ford that it had bought 75 per cent and suggest 'how about having a look around' if I'd bought 75 per cent I wouldn't have been able to keep my mucky hands off it."

Ford's reticence, he suggests, may have been partly due to it not being quite sure what it wanted to do with a luxury car maker which has a prestige even more disproportionate to its size than Jaguar. AML currently makes only 300 cars a year - less than one per cent of Jaguar's output - although each sells for at least £120,000.

Ford has never disclosed what it paid for Aston - estimates range upwards from £10m - and has talked only in generalities about "enhancing" Aston's future as its reason for buying it.

There remains the suspicion that having been thwarted in its efforts to buy Alfa Romeo and Rover Group,

and having watched GM and Chrysler snap up Lotus and Lamborghini respectively, Ford bought Aston - and the somewhat humbler AC Cars - simply to stop someone else.

"Certainly there was no point in Ford doing a three-year study," says Gauntlett.

In strictly material terms, Ford is transforming Aston Martin's prospects to a degree beyond anything contemplated by previous owners. A succession of individuals have ridden to Aston's financial rescue over the past 20 years, only to join the ranks of distinguished white knights worn down by a luxury car maker's eternal ability to soak up money.

Gauntlett stresses that, for once, Aston was actually profitable when Ford moved in. But, he concedes, there was little real hope of generating enough funds to secure the long-term future, let alone bring to fruition a favourite project - a much talked-about "cheaper" Aston for the mid-1990s.

So when Ford came along, "a really and truly safe harbour had to be a very valid solution."

Ford has made no announcement of the fact, but the "harbour" includes £70m to fund not just the "cheaper" Aston, which will be priced at around £75,000, but new developments of the Lagonda marque and an additional facility near its Newport Pagnell factory.

Convertible and high-performance versions of the company's just-

a year to 2,000."

Such prospects, he indicates, make the loss of independence a price worth paying, not least as far as Aston's current 450 workers are concerned - a head count set to grow rapidly over the next few years.

In any case, true independence in the motor industry now, he suggests, "is damn near a myth. As far as I'm concerned if you can secure a reasonable amount of operating autonomy within an interdependent relationship, then all well and good."

Gauntlett insists that "we've had nothing rammed down our throats. What we have been offered is opportunities, such as access to Ford technology. Most important of all, it's been possible to develop a strategy in the knowledge that it will happen and that it's not pie in the sky."

"I have strong views on where the company should go. As for what Ford expects, I use my intuition because they have not said 'we require this of you' but 'what do you require of us?'"

In contrast to Lotus, Gauntlett is not operating to formal performance criteria. "But a 75 per cent owner has got the right to expect performance."

There are, however, no Ford people to be seen at Newport Pagnell. There is an off-site liaison office, through which contacts in areas such as technology and component sourcing help are conducted. AML's management board also "doesn't have a single Ford guy on it," Gauntlett points out. It does have a three-man supervisory board, though, comprising Gauntlett as chairman, Halstead and Bruce Blythe, Ford Europe's vice-president for business strategy. Both Ford men, says Gauntlett, "are totally non-executive."

Clearly, however, as far as autonomy is concerned it has helped that Aston was having its third profitable year in a row when Ford arrived, "so Ford has not had to shove people into Aston to sort it out."

It seems highly likely that had this happened Gauntlett - an intensely energetic entrepreneur who founded the Pace petrol retailing network - would not have stayed.

"Originally Ford wanted 100 per cent," he recalls. "But it was a condition of the deal that I stayed for a minimum period. I said that in that case I would have to retain a shareholding - I couldn't function as just

another manager."

GM's purchase of Lotus - negotiated over eight days between Curtis and Robert Eaton, now GM Europe president, from separate suites at the Savoy - has had a no less satisfactory outcome, insists Curtis.

The bedrock of the deal, which led to GM paying £22m for Lotus, was a formal, ten-point charter setting out the framework for GM's ownership.

The charter remains in force and has guided relations between the two companies ever since. "Every single promise GM made, they've kept," says Curtis. That was the case even though "we got it badly wrong on the numbers - needing £55m to implement a five-year investment and expansion plan, not the £25m we told them when they bought us."

The charter's key provisions were: the company to remain Group Lotus; its executives to remain; no interference in management; Lotus to trade as formerly; no "badge engineering" (using the Lotus name on standard GM products); agreed financial support; GM's board representation to be non-executive and confined to two members (Eaton himself and Jack Smith, GM Europe vice president); and an independent chairman (Curtis).

"They have never attempted to intrude," insists Curtis. "They act like a shareholder and we respond to them as shareholders. Lotus simply couldn't be where it is today if it had gone any other way." Curtis says his role is to ensure adequate funding

and safeguard Lotus's independence. But undertakings were required from Curtis, Kimberley and their colleagues, too. Three and six-year performance yardsticks were agreed. Curtis, a keen pilot, says it is his responsibility to put in "a bootful of rudder" if it looks like going off-course. With the new Elan two-seater about to be launched, and other model development going on, the commitment to manufacturing 5,000 cars a year - five times the current level - looks like being fulfilled, together with expansion of Lotus's consultancy engineering business.

whether Ford is a customer.

In any case, stresses Curtis, "I see no reason why they should want to intervene more closely - and if they tried to, half of Lotus would walk out."

Having travelled to the brink of bankruptcy after the death of Lotus's founder Colin Chapman in the early 1980s, the company is having to adjust to a future circumscribed not by finance but by its ambitions and intrinsic capability to achieve them. "GM has not spelt out any financial limits," says Curtis. "If we can come up with a good business plan and good, viable projects... we will get their support."

However, doing precisely that has already served to concentrate Hethel minds. Like many enthusiastic, engineering-driven concerns, Lotus in the past has tended to find developing finely-detailed financial projections rather less exciting than developing new cars. "Knowing you've got to get it right for your shareholder does tend to focus the mind," says Curtis with a grin.

In that connection, Kimberley and John Sandiford, the finance director, have not been slow in seeking to borrow GM expertise in manufacturing, financial and administrative systems to bring greater discipline to Lotus's own operations - one result being a halving of inventory levels, for example.

Before the GM takeover, says Curtis, "I think we produced more paperwork than we did cars..."

**'In the event I had to remind Ford that it had bought 75 per cent'**

launched Virage model are in the pipeline, the new plant is due on stream in 1993, and Gauntlett says the cheaper Aston will be launched in 1994.

By 1995 Gauntlett expects to be producing 600-1,000 units a year of the Virage-based range, and to be developing a new Lagonda model to be made in volumes of around 500 a year. "We shall be taking advantage of Lagonda in a way we have failed to do since the late 1980s." He is reluctant to talk numbers in regard to the cheaper Aston Martin, but suggests that, overall, "between 1990 and 2000 I see us going from 300 cars

**'Every single promise General Motors made, they've kept'**

Contacts between GM and Lotus are confined to policy meetings of the four most senior men. There are no GM staff to be found at Lotus's Hethel, Norfolk, facilities, either - except for any who might be involved with a specific project, such as the ultra-high performance Lotus Carlton to be launched next year. For this project GM is an engineering consultancy customer like any other of the several dozen car makers Lotus numbers among its clients.

"There's absolutely no way GM could ever know about anything we might be doing for, say, Ford - they wouldn't even have a clue as to

**'The EuroLocation '90 exhibition is a special, comprehensive guide to corporate real estate investment activities and economic development programmes in all 12 EC countries and Eastern Europe.'**

THE EXHIBITION

Here's how you can get your share of an enormous number of fresh challenges and opportunities for global and smaller corporations.

The EuroLocation '90 exhibition is a special, comprehensive guide to corporate real estate investment activities and economic development programmes in all 12 EC countries and Eastern Europe.

**'The EuroLocation '90 Conference is a major forum for discussions on trends and developments related to setting up new businesses throughout Europe.'**

THE CONFERENCE

The EuroLocation '90 Conference is a major forum for discussions on trends and developments related to setting up new businesses throughout Europe.

Each day a special topic will be highlighted, such as 'International Mergers and Acquisitions', 'Site Selection in Europe', 'The Channel Tunnel', 'New Development Opportunities in Southern England and Western France', 'Eastern and Western Europe: New Business Opportunities' and 'Foreign Investment in European Real Estate'.

**Business courses**

- Creating a Euro-workforce in the 1990s. January 22-23. London. Fee: £250 + VAT. Enquiries from Financial Times Conference Organisation, 126 Jermya Street, London SW1Y 4UJ. Tel: 01-925 2323.
- Making meetings work. May 1-3, Sept 3-5. Hemel Hempstead & Manchester. Fee: £270 + VAT. Enquiries from Synetics, Fernville House, Midland Road, Hemel Hempstead, Herts. Tel: 0442-47132. Fax: 0442 50415.
- Staff recruitment and selection. February 21-22. London. Fee: £366.75 + VAT. Enquiries from The Courses & Conferences Unit, CIPFA, 3 Robert Street, London WC2N 6BH.
- Understanding data communications. March 19-20 and June 11-12. London. Fee: £595 + VAT. Enquiries from Julie Barnes, Programmes Manager, The Network Resource Centre, 2 The Chapel Royal Victoria Patriotic Building, Fitzhugh Grove, London SW18 5SX. Tel: 01-871 2545. Fax: 01-871 3866.
- Effective strategies for managing change. February 13. London. Fee: £339.25 + VAT. Enquiries from The Administration & Research Group, Bridge House, 181 Queen Victoria Street, London EC4V 4DD. Tel: 01-236 2175.
- Management course for the newly appointed manager. Feb 5-9. Brussels. Fee: BFR 55,000. Enquiries from Sabine Van Biervliet, Management Centre Europe, Rue Caroly 15, 1040 Brussels, Belgium. Tel (32 2) 5161911.
- The new Companies Act 1989 conference. Feb 7. London. Fee: £225 + VAT. Enquiries from Hayley Tuffin, Marketing Executive, Tolley Conferences, Tolley House, 2 Addiscombe Road, Croydon, Surrey CR9 5AF. Tel: 01-680 5882. Fax: 01-686 3155.
- Business presentation skills. March 11-14. Kent. Fee: £275. Contact Robert Middleton, Sundridge Park Management Centre, Plinestow Lane, Bromley, Kent BR1 5TP. Tel: 01-469 8895 ext 468.

**THE EASIEST WAY TO GET INTO EUROPE '92!**

There are two ways of looking at the volatile Europe market. Some are anxious, urged by what is known as "the Fortress Europe Syndrome", foreign companies are jostling for a place in the Common Market before the bridge is drawn implacably on latecomers and doubters. Others are positive, looking for opportunities, lucrative ventures and deals.

If you are looking for opportunities in the vast economic potential created by market unification, the EuroLocation '90 exhibition and conference is something not to be missed.

**THE EXHIBITION**

Here's how you can get your share of an enormous number of fresh challenges and opportunities for global and smaller corporations.

The EuroLocation '90 exhibition is a special, comprehensive guide to corporate real estate investment activities and economic development programmes in all 12 EC countries and Eastern Europe.

**THE CONFERENCE**

The EuroLocation '90 Conference is a major forum for discussions on trends and developments related to setting up new businesses throughout Europe.

Each day a special topic will be highlighted, such as 'International Mergers and Acquisitions', 'Site Selection in Europe', 'The Channel Tunnel', 'New Development Opportunities in Southern England and Western France', 'Eastern and Western Europe: New Business Opportunities' and 'Foreign Investment in European Real Estate'.

**THE WORKSHOPS**

This programme of workshops will review economic development programmes in each of the twelve EC-countries. With facts and figures on each country, introductions and case-studies of previous foreign investments.

A picture tells a thousands words, but a visit to these workshops is worth a million.

**HERE'S HOW YOU MAKE LOCATION DECISIONS EASIER**

We know that a Location-in-Europe decision is one of the most important and difficult decisions you can make: selecting a site you're also determining your company's future.

You're facing tough choices, tough trade-offs: current vs. future needs, image vs. cost savings, access to abundant labor vs. access to markets, expansion at an existing facility vs. building elsewhere, and others. 'EuroLocation '90 makes such tough choices easier. Saves time and money. But the first move is yours. By asking for information. Call or fax the organizers.

**EXPOCONSULT**

P.O. Box 200, 3600 AE Maarsse, The Netherlands  
Phone ++31 3465 73777, Fax ++31 3465 73811.

RAI AMSTERDAM, JUNE 6 - 8, 1990

# EUROLOCATION '90

THE INTERNATIONAL EXHIBITION AND CONFERENCE ON SITES, LOCATIONS AND BUSINESS OPPORTUNITIES IN EUROPE

To mark the centenary of one of the greatest painters, Vincent van Gogh, Dutch museums have assembled the most comprehensive collection of his work to date. The museums of Kröller Müller Museum will exhibit 250 works. During EuroLocation '90 the special KLMVan Gogh package offers a three days/two nights New York, Boston, New York, London, Moscow and Zurich have all loaned works to the exhibition. The Van Gogh Museum will show around 120 of the artist's paintings, while the stay in one of Amsterdam's exclusive hotels with privileged entry to the major exhibitions. Consult your local travel agent or KLM Office.

**Time to make a move**

**KLM** OFFICIAL CARRIER



# Shipowners win duress claim in English appeal court

**DIMSKAL SHIPPING CO SA v INTERNATIONAL TRANSPORT WORKERS FEDERATION**  
Court of Appeal (Lord Justice Neill, Lord Justice McCowan and Sir Roger Ormrod); December 11 1989

**MONEY PAID** under duress by the owner of a blacked ship to a trade union can be recovered if paid under an English law contract, and the union is not immune from liability for restitution on the ground that its conduct was lawful in the country where the blacking took place.

The Court of Appeal so held (Lord Justice Neill dissenting) when allowing an appeal by Dimskal Shipping Co SA, owner of the *Evia Luck*, from Mr Justice Phillips's dismissal of its claim against the International Transport Workers Federation (ITF) for restitution of money paid by Dimskal to the ITF under duress.

LORD JUSTICE NEILL in a dissenting judgment, said that the *Evia Luck* flew the Panamanian flag. ITF was an international federation of trade unions based in London. The Swedish Seamen's Union (SSU) and the Swedish Transport Workers Union (STWU) were affiliated members.

Since the 1920s the ITF had pursued a campaign against vessels flying flags of convenience. The STWU and the SSU supported the campaign. Prior to March 1 1983, *Evia*

was manned by 10 Greek nationals and 20 Filipino nationals. The present appeal was concerned with the 20 Filipino nationals.

On February 23 1983, *Evia Luck* berthed at Uddevalla in Sweden and commenced loading. STWU and SSU officials boarded the vessel pursuant to the flags of convenience campaign. They threatened that if demands for ITF employment contracts for the crew and back-pay at ITF rates were not met, the vessel would be blacked.

As a result of those threats Dimskal agreed to pay the sums demanded. It paid \$111,743 to the ITF, representing back-dated wages, ITF entrance fees, membership fees and welfare fund contributions.

*Evia Luck* was able to sail from Uddevalla. Dimskal forwarded new contracts of employment for the Filipino crew to its agents for registration.

Before Mr Justice Phillips, Dimskal claimed restitution of the \$111,743 on the ground that the payments were induced under duress and made under contracts avoided for duress, and damages for the tort of intimidation and interference with contractual rights.

The parties agreed that the contract for payment was governed by English law. On the evidence, the judge found that under the domestic law of Sweden, where the alleged duress took place, the industrial

action was lawful. As a general rule, a tort done in a foreign country was actionable in England only if actionable according to the law of the foreign country where it was done (see *Dacey & Morris rule 205 11th ed*). The judge therefore held that the claim for damages in tort must fail. There was no appeal against that part of his judgment.

The judge referred to the development in English law of the concept of economic duress and to the House of Lords decision in *Universe Tankships v ITF [1983] AC 366*. He also referred to the fact that the statutory immunity conferred on certain industrial action by the Trade Union and Labour Relations Act 1974 only applied to activities within the jurisdiction (see section 29(3)).

He said that when considering the legitimacy of industrial action taken in a foreign jurisdiction in the context of a restitution claim, the court had three choices:

1. Whether the action was legitimate according to English law without reference to the industrial relations statutes;
2. Whether it would have been legitimate if it had taken place in England under the regime of those statutes; and
3. Whether it was legitimate according to the law of the country where it took place.

He said the first option was unrealistic, the second ludicrous, but that the third recommended itself because *inter alia* it was consonant with the

English law approach to liability in tort when the conduct was not actionable in the country where it took place.

The judge held that the legitimacy of the ITF's conduct fell to be determined according to Swedish law.

On the present appeal, Dimskal argued as the contract was governed by English law, it was necessary to apply the English concept of duress.

The ITF argued that the judge was right to assess the lawfulness of activities in Sweden by reference to the law where they took place.

In *Universe Tankships* the blacking and duress took place in the UK. Lord Diplock considered how far economic duress could be extended into the field of industrial relations. In the case of acts done in the UK, he placed the frontier at the point where such acts would no longer be immune from an action for damages for tort.

A similar approach should be adopted for determining in the field of industrial relations whether economic pressure applied abroad was or was not legitimate.

On that basis one looked first to see whether an action lay in tort. If an action in tort did not lie, it was not permissible to "waive" the tort and bring an action based on economic duress.

As a matter of general principle, economic pressure applied in furtherance of a trade dispute was not to be

treated as illegitimate unless also actionable in tort. In this particular branch of the law the concept of economic duress must take account of the local law of the place where the activities in question occurred.

His Lordship would have dismissed the appeal. LORD JUSTICE McCOWAN, in a majority judgment, said that Mr Justice Phillips rejected the option of considering whether industrial action abroad was legitimate according to English law without reference to English industrial relations statutes, because to do so would be unrealistic. He said: "To determine liability according to such a test would produce uncertainty and the risk of injustice."

The ITF chose to make the contract subject to English law. Having so chosen, it must be taken to have opted for English domestic law. As was said in *Dacey & Morris* page 1164 "Roman law has no place in the law of contract... In the absence of strong evidence to the contrary, the parties must be deemed to have intended to refer to the domestic rules and not to the conflict rules of their chosen law."

There was nothing "uncertain" about that. On the contrary, it meant that the same consequences would flow wherever the conduct occurred. There was nothing inappropriate about it unless and until Parliament otherwise provided. If that was plain, there was

no reason why it should cease to be an English contract, he should expect to be judged by English standards, not the standards of the place where he happened to be at any particular time.

The appeal was allowed. SIR ROGER ORMROD, agreeing, said that the line to be drawn between "legitimate" and "illegitimate" pressure was a matter of public policy to be determined by the court with such assistance as might be obtained from indications of Parliament's views on policy.

In the field of industrial relations, legislation was an important indication of Parliament's policy which the courts should reflect in deciding whether pressure was legitimate or illegitimate.

The question in the present case was whether the court, as a matter of public policy, ought to regard the blacking as legitimate because it was permitted by Swedish law.

Could the court reasonably decide that blacking was contrary to public policy if it took place in England, but not if it took place in Sweden? The answer must be in the negative. For the ITF: Michael Burton QC and Paul Lowenstein (Denton Hall Burgin Warrens) For Dimskal: Ian Gluck QC (Holman Fenwick & Willan) Rachel Davies Barrister

## Are you being astute enough in handling your money? Or are you unwittingly losing money year by year?

Replacing the now outdated 3rd edition, this brand new edition of Alan Kelly's popular *Financial Planning for the Individual* is a vital read for all those who suspect they may not be using their hard-earned money to its maximum advantage - and an enlightening read for those who do think their money is working efficiently.

● Have you grasped the changes in pension legislation and their implications for your own needs?  
● Are you getting maximum value from PEPs and BESAs?  
● Are you prepared for the independent taxation for married couples in 1990?  
● Have you planned correctly to account for the increase in top rate CGT and the drop in top rate income tax?

Brought bang up to date in the light of the changes in pension legislation, taxation and the Chartered Accountants will guide you through the maze of the financial scene and show you how to get the most out of your money.

**FINANCIAL PLANNING FOR THE INDIVIDUAL**  
by Alan Kelly 3rd EDITION

**ORDER FORM**

Please return to: (Mail order address only) The Marketing Dept., FT Business Information, 7th Floor, 50-64 Broadway, London SW1H 0BB. Tel: 01-799 2002. Telex: 927232. Please note payment must accompany order. Prices include postage and packing. (BLOCK CAPITALS PLEASE)

Mr/Ms/Miss  
Title  
Organisation  
Address

Postcode Country  
 I wish to order 5 or more copies. Please send me details of bulk order discounts or telephone.

Office use	Title	Qty	UK Price	Overseas Price
4820	Financial Planning for the Individual		£11.50	£16.00
0268	ISBN 0 216 334 033 2			US\$24.00

I enclose my cheque value £/US\$ made payable to FT Business Information.  
I wish to pay by credit card (mark choice):  Visa  Access  Amex

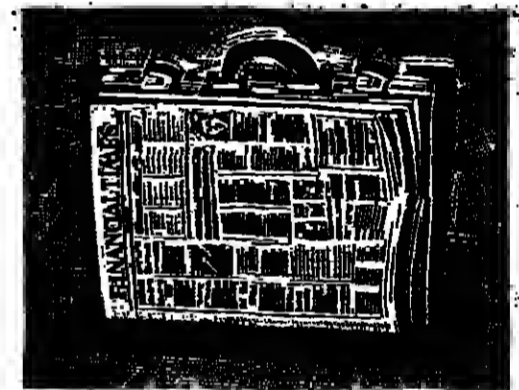
Card No. \_\_\_\_\_ Expiry date \_\_\_\_\_  
Signature \_\_\_\_\_ Date \_\_\_\_\_

Please allow 28 days for delivery. Refunds are given on books returned in perfect condition and within 7 days of receipt. Registered office: Number One, Southwark Bridge, London SE1 9HL. Registered in England No. 980895

**BOMBS, BULLETS,  
STREET RIOTS  
AND A NATIONAL  
TRAINING AWARD.  
WE'VE BEEN ON  
THE RECEIVING  
END OF THEM  
ALL THIS YEAR.**

WE'VE ALWAYS BEEN USED TO BETTING AWARDS FOR OUR NEWS COVERAGE FROM THE WORLD'S TROUBLE SPOTS. AND NOW WE'VE WON A BUSINESS AWARD TOO. OUR LATEST AWARD WAS FOR THE COMMITMENT AND INVESTMENT IN TRAINING, SHOWN BY ITN'S MANAGEMENT AND STAFF. WHICH MEANS THERE'LL BE LOTS OF GOOD NEWS FROM ITN IN THE FUTURE. EVERYTHING WE DO IS NEWS.

**ITN**



### How a QUOTE FROM THE FT CAN STRENGTHEN YOUR CASE

No FT, no comment? Now you can use the Financial Times' own words to back up your argument.

From complete articles to individual quotes, almost everything from the prestigious pages of the FT is available for reproduction. And it costs less than you might think.

To heighten your profile, strengthen your market position or add weight to statistics in your company newsletter, annual reports or promotional packs, just call the Financial Times Syndication Service for permission to reproduce the material you have chosen.

Phone us now on (01) 873 4871 or fax details of your request to (01) 873 3070.

For further information on how to use the Financial Times Syndication Service, fill in the coupon below.

Name \_\_\_\_\_  
Position \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
Postcode \_\_\_\_\_ Tel No \_\_\_\_\_  
Type of Business \_\_\_\_\_  
**6699** FTSS  
Financial Times Syndication Service  
Number One, Southwark Bridge, London SE1 9HL.

### JAMAICA

The Financial Times proposes to publish this survey on:

**5TH FEBRUARY 1990**

For a full editorial synopsis and advertisement details, please contact:

Nigel Bicknell  
on 01-873 3000

or write to him at:

Number One  
Southwark Bridge

London  
SE1 9HL

**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER



TECHNOLOGY

Clive Cookson reports on improved compression techniques that promise better video performance

# Squeeze the picture, soak up the quality

New ways for "compressing" video signals into a narrow bandwidth will make an important contribution to many business and consumer technologies during the 1990s, from videophones and high-speed fax to long-playing videodisks and high-definition television.

Compression technology uses a variety of complex mathematical operations (algorithms) to squeeze redundant or surplus information out of the signals, so that they can be transmitted or stored in the smallest possible space without an unacceptable loss of picture quality.

Although mathematicians have had ideas of this sort for decades, engineers have only recently been able to design practical equipment with the electronic circuitry capable of processing video data at the speed required (hundreds of millions of bits per second).

The first widespread application of video compression is in business teleconferencing - holding meetings between people in separate locations linked by television. A standard TV system with a transmission rate of about 100 megabits per second (Mb/s) takes up far too much network capacity to be used routinely for teleconferencing, and all systems in use today have a "codec" (coder and decoder) that reduces the rate to 2 Mb/s or less.

Large companies began to install teleconferencing facilities about five years ago and there are now about 2,000 corporate studios worldwide. But the technology has been held back by high installation and operating costs (a US user can expect to spend \$100,000 on equipment to set up a studio and \$400 per hour for coast-to-coast transmission - and prices in Europe are even higher) and by the lack of a world standard that would allow different proprietary systems to communicate.

The outlook will be transformed next year when a new international teleconferencing standard from the Consultative Committee on International Telephony and Telegraphy (CCITT) takes effect. All manufacturers promise to adopt this standard, known as H.261, so any buying equipment after 1990 will be able to hold a teleconference with anyone else on the international digital telecommunications network.

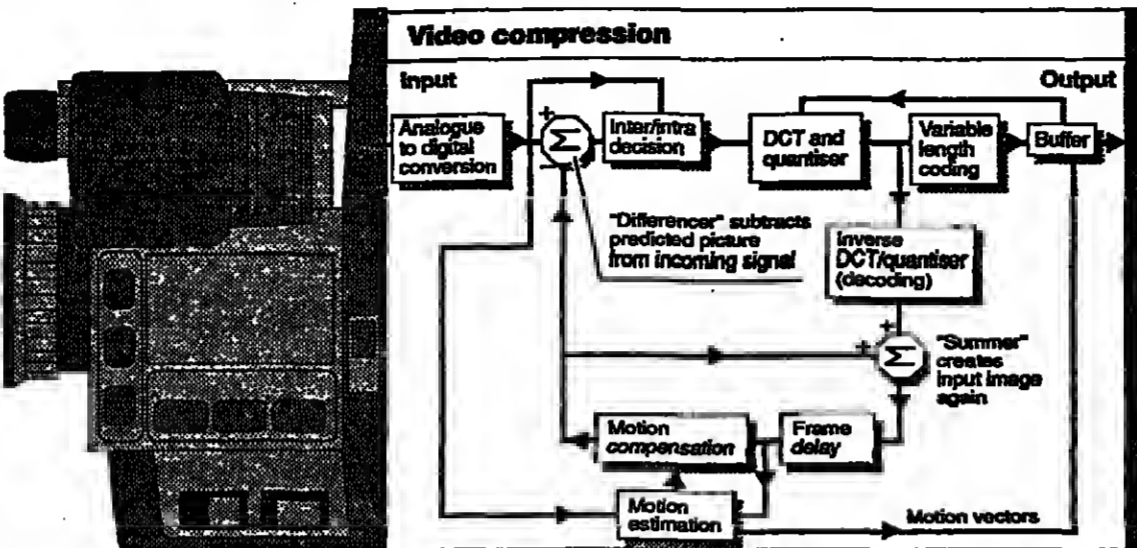
Although H.261 will not take effect formally until next June, all the significant technical details were agreed last month. British Telecom and GPT, which work together to develop and manufacture teleconferencing systems in the UK, plan to have the first codes that meet the international standard on the market in March. And they promise a five-fold improvement in picture quality as a result of the new compression techniques used. No longer will participants in a lively teleconference demoralise if they jump up and down.

Roger Turkington, BT's teleconferencing business manager, says that the new equipment will give better pictures at 384 Kbits than the current products deliver at 2 Mb/s - and at 2 Mb/s the transmission will be "close to broadcast television standards." The international standard provides for transmission rates down to 64 Kbits, the same rate as a digital voice line; this is too slow to carry a full-scale teleconference, even with the best available compression techniques, but it is suitable for a personal videophone.

Standardisation efforts are also under way for other applications of video compression. The most significant is being carried out by the International Standards Organisation's Motion Picture Expert Group, MPEG, as it is known, in defining a standard for delivering compressed video to and from digital storage media such as compact discs (CDs) and computer discs. This is vital for the commercial success of "multimedia computing" in which any combination of video, graphics, sound and text can be manipulated on a single screen. Without compression, a CD can hold only three minutes of full-motion digital video.

The two most recent multimedia systems, CD-I from Philips and DVI from Intel, use wholly incompatible compression techniques, although both companies are playing an active role in the standard-making process. MPEG has received 17 separate algorithm proposals from companies in Europe, Japan and the US, and the process is so complex that few participants expect a standard to emerge before 1991.

MPEG will try to make its stan-



dard compatible with H.261 so that teleconferencing and videophone transmissions can be recorded on computer discs. But it will go further than H.261 and address issues such as access to coded information on the disc. And the MPEG standard will have to be flexible enough to handle a much wider range of video input; a feature film such as Lawrence of Arabia contains far more movement and detail - and therefore more data to compress - than even the most animated business conference.

Compression inevitably involves some loss of video quality, and the amount of loss that is acceptable will vary from one application to another. For routine teleconferencing and personal videophone, lower resolution pictures and blurring of rapid movements are prices worth paying to squeeze the signals

down an ordinary digital phone line. But for an entertainment system such as high-definition television the picture degradation must be imperceptible to the viewer.

"It is extremely important to make any compression system degrade gradually under adverse circumstances," says Simon Turner of Philips UK Research Laboratory. "Normal analogue television naturally goes wrong gradually, but with digital techniques there is a danger that parts of the picture will start jumping around if the algorithm is not carefully optimised."

As the simplified diagram of a general purpose video compression system (above) shows, it is a multi-stage process requiring complex electronic circuitry. The first step is to convert the incoming signals from continuous waves to a stream

of computer bits (0s and 1s). Efficient video compression requires both intra-frame coding to reduce the data content within a single picture frame, and inter-frame coding, to squeeze out surplus data from one frame to the next.

The latter technique is easier to understand conceptually. In a film running at 30 frames per second the picture in any frame will be very similar to the previous one, unless there is a complete change of scene. The trick of inter-frame compression is to transmit only the difference between one frame and the next. (In the simplest case, a video-conference studio with a fixed camera, the background scene will not change and need only be sent once.)

When there is consistent movement from one frame to the next, as a result of the camera panning or

zooming and/or people or objects moving, a powerful technique called motion compensation comes in play. If the system detects that a particular block of pixels (picture elements) is moving, it will predict its position in the next frame and send an instruction to shift the block appropriately, so that all the pixels do not need to be re-transmitted 30 times a second.

The algorithms used to compress data within a single picture are hard to grasp without a degree in mathematics. They rely on transforming the pixels into a series of patterns and only transmitting the patterns that make an important contribution to the picture.

The most widely used algorithm of this sort, which is included in the H.261 teleconferencing standard, is called Discrete Cosine Transform. DCT divides the picture into 8x8 pixel areas and transforms these from the familiar "spatial domain", in which each pixel is defined by its position in the picture and its colour and brightness, to a "frequency domain". This is a mathematical construct in which the image is coded as a series of 64 numbers, each indicating how much of a particular frequency (pattern) is present.

A "quantiser" in the compression circuit then reads the DCT numbers and rejects the ones falling below specified energy thresholds, which do not contribute significantly to the image quality. Only the important patterns are transmitted for each part of the picture.

This year Immos, the UK micro-processor company, launched the first specialised DCT chip. The Immos A121 can carry out 320m multiplications per second - enough for the most demanding video applications. Immos has sold 1,500 chips, mostly in small batches to telecommunications and electronics companies developing picture compression systems. Some have gone to Japanese manufacturers for incorporation in new generations of high-speed high-quality fax machines and colour printers.

Nick Birch, Immos marketing engineer, expects A121 sales to increase rapidly next year as companies begin to incorporate the chip in their products "and by the mid 1990s chips of this sort are likely to

be used in enormous quantities."

Other specialised video compression chips are also becoming available. SGS-Thomson, Immos's Italian-French parent company, expects to have a motion compensation chip on the market next year.

"The availability of specialised large-scale integrated circuits (chips) very much simplifies the design and production of image processing systems, because you can replace several boards with one component," says Tim Duffy, GPT data systems director. "As a result we're looking for large chunks of business in markets such as video surveillance that were not even there a year ago."

Arthur Kaiman, DVI engineering director for Intel, points out that special chips will enable his company to make its proprietary compression techniques compatible with whatever interactive video standards eventually emerge from MPEG. "With silicon it'll be easy to be upward compatible," he says. "We'll be able to put what we do today on one corner of a chip."

Looking slightly further ahead, one of the most explosive applications of video compression is likely to be in television broadcasting. "Streams of programmes will become available from a satellite transmitter now carrying only one," says Michael Gassman, director of the UK-based Computer Broadcasting Company.

And high-definition television will be prohibitively expensive to transmit unless the 1,000 Mb/s of raw digital HDTV can be compressed at least ten-fold.

Some pioneering work on HDTV compression is being carried out by Compression Labs Inc (CLI) of San Jose, California - the leading US teleconferencing manufacturer. Working on contract for the Tokyo Electric Power Company of Japan, CLI this year produced a prototype codec which gives "extremely crisp detail" transmitting HDTV pictures at speeds as low as 6 Mb/s, according to John Walsh, the company's executive vice-president.

The system is not suitable for live broadcasts because it only operates at five frames per second and therefore all movements are jerky, but it suggests that real HDTV could be transmitted satisfactorily at 45 Mb/s - half the rate of ordinary television today.

## Locust swarms to space control

A HIGH-TECH agricultural alert system may save millions of lives by enabling regional authorities to prepare for agricultural catastrophes before they occur. A satellite system developed by the Department of Meteorology at the University of Reading lies at the heart of the technology.

Africa has experienced a series of environmental disasters in recent years such as locust plagues, crop failures and drought. Huge populations have suffered famine and disease as a result.

The traditional response has been to ship vast quantities of food and medicines to the stricken areas and hope for the best. While this effort is undoubtedly well-intended it may not be the best way of addressing the problem.

The system, called Africa Real-Time Environmental Monitoring Using Imaging Satellites, is being launched by the United Nations Food and Agriculture Organisation (FAO) in Rome with financial and scientific assistance from Britain's Overseas Development Administration. Other EC countries and the US are also involved.

Its establishment has been encouraged by the worst locust plague on record in Africa. An estimated £16bn of crops and farmland resources

in 55 countries are vulnerable to locusts. The FAO describes the current wave of locust infestations as "a substantial plague" with land areas requiring urgent treatment "exceeding those during the last major emergency in the 1950s and early 1960s." There has been a significant upsurge of desert locust activity in Pakistan and India.

Earlier, the World Bank announced a \$30m loan to finance locust control in Algeria. It has also urged "the world to react to Europe or even South Asia if it is not controlled in North Africa."

Using infra-red images obtained from space, the system will identify immediately the areas where rain is most likely to have fallen and will estimate the quantities involved.

The routine measurement of rainfall from satellite observation of clouds represents a breakthrough in pest control. It will enable locust control teams to seek out breeding areas more reliably and sooner than at present when they must wait to see where vegetation appears in the desert.

Other applications of the system include drought early warning, storm forecasts and better management of water resources in desert areas. It

will be incorporated in the FAO's global space monitoring network which is intended to save millions of lives by enabling public health authorities to prepare for major food shortages before they occur.

Remote sensing offers a solution to a range of environmental problems facing the developing regions. Current remote sensing programmes include drought monitoring in the African Sahel zone, national analyses of changes in land use and their ecological consequences and studies to counter the effects of pollution from acid rain.

The project will enhance the FAO's Global Information and Early Warning System for Food and Agriculture, a service based in Rome and responsible for alerting governments to emerging food shortages.

The satellites record cloud temperature fluctuations at hourly intervals over Africa and report on the state of vegetation every 10 days. These readings will be combined to allow continuous monitoring of rainfall and vegetation across the continent.

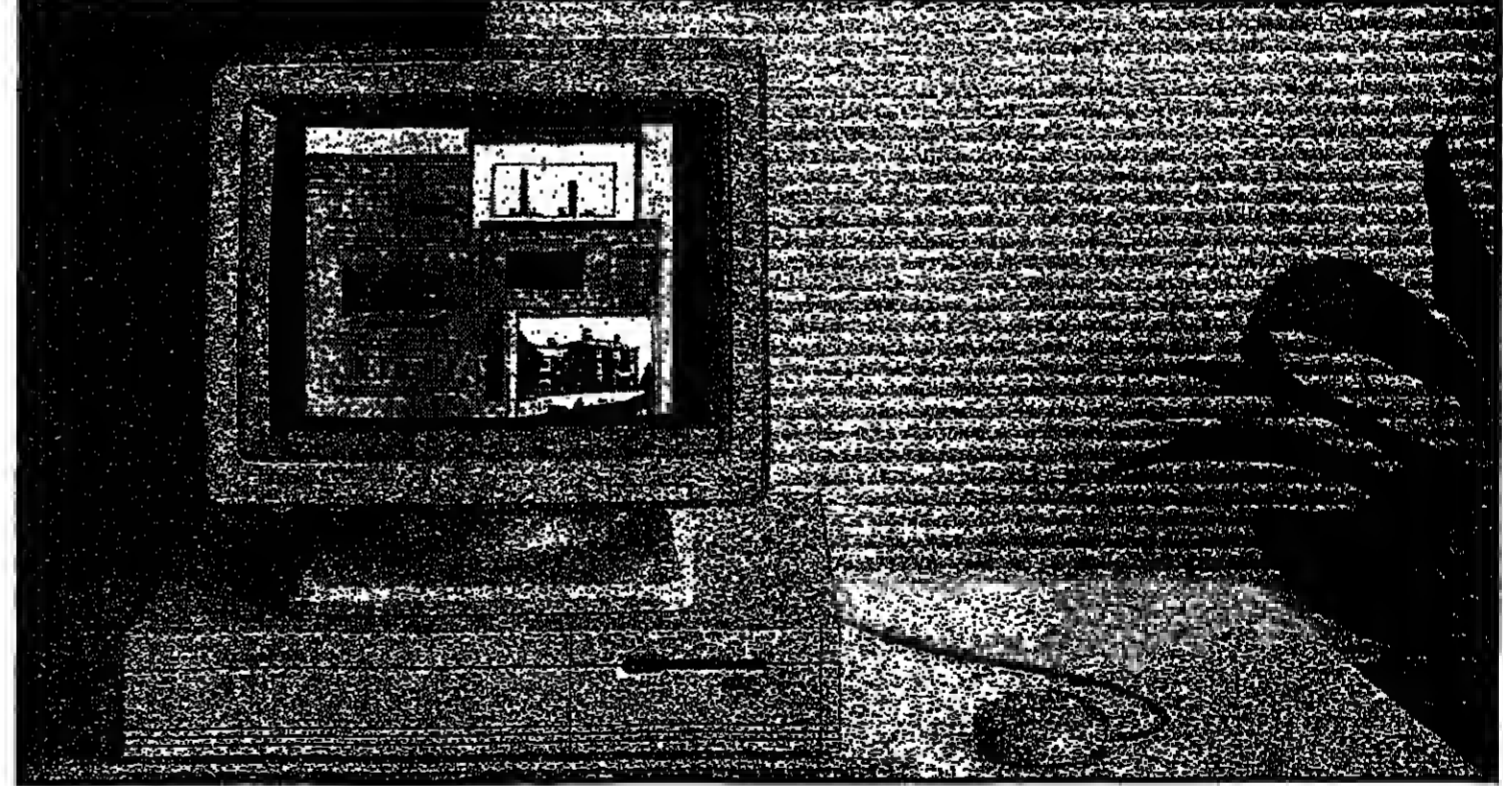
In the longer term, the information gathered by satellites for will be used for agricultural planning.

Thomas Land

digital

## The driving force behind high productivity desktop computing.

Digital turns Workstations into Powerstations.



If you want your desktop computer solutions to work harder, you should talk to Digital. It's our belief that the key to a more productive office computer - beyond the humble PC - lies in the software.

More specifically, it lies in your ability to integrate information from several applications and systems on the same screen in a powerful, easy-to-use environment.

Our networked workstations now make that possible. They were first introduced as powerful multi-function desktop systems for technical and engineering computing. But equipped with windowing systems and office application software, they can now provide a more productive environment for professionals in your office.

For example, our Compound Document Architecture allows you to produce

documents containing text, data, graphics and pictures. What's more, these same documents can be mailed, stored or worked upon around your organisation.

Last year, we shipped more workstations than any other vendor in Europe. And the scale of the operation has enabled us to force down the price of our workstations lower than that of most comparable high-end PC's.

But we don't neglect your existing IT investment. Integration software will allow you to link in your current PC's or run MS-DOS programs on any of our workstations.

Put your desktop computing in touch with the driving force. Find out how Digital has turned Workstations into Powerstations. Complete the coupon today.

Please send me more details on:

Digital Workstations: the high productivity alternative

Digital Open Systems through support for standards

Digital's unique computer architecture: the unified information environment for the 90's

Name \_\_\_\_\_

Title (Mr., Mrs., Miss, Other) \_\_\_\_\_

Position \_\_\_\_\_

Company \_\_\_\_\_

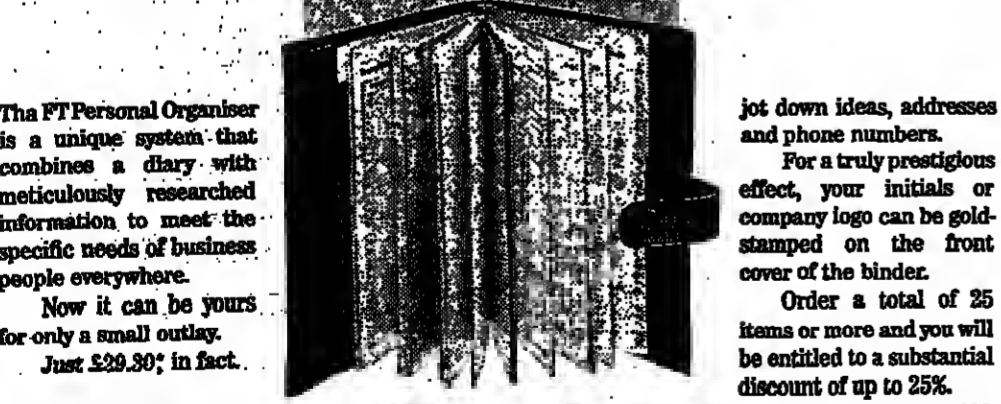
Address \_\_\_\_\_

Postcode \_\_\_\_\_ Phone \_\_\_\_\_

Please post to: Digital Equipment Company Ltd., Broadway House, 112/134 The Broadway, Wembley, London SW19 1BR.

If you would prefer not to provide further information on your preferences, please tick the box

## THE FACTS. AT £29.30\* IT FIGURES.



The FT Personal Organiser is a unique system that combines a diary with meticulously researched information to meet the specific needs of business people everywhere.

Now it can be yours for just a small outlay. Just £29.30\* in fact.

**THE FT PERSONAL ORGANISER - ALL THE FACTS TO HAND**

Unlike many systems, the FT Personal Organiser comes complete and ready to use.

Your facts can be loaded into a superbly crafted black or burgundy leather binder - with handy pockets, a pen loop and FT-pink index tabs to keep it all tidy.

A range of sections are available, including:

- A 2 year fortnight-to-view Diary with a fold-out Forward Planner. An Information Section giving details of the world's business centres. A comprehensive Expenses Section keeps tabs of income and outgoings. There's also ample room to

jot down ideas, addresses and phone numbers.

For a truly prestigious effect, your initials or company logo can be gold-stamped on the front cover of the binder.

Order a total of 25 items or more and you will be entitled to a substantial discount of up to 25%.

For orders of less than 25 items ring 01-799 2274 now, quoting your credit card details.

At £29.30\* it figures you'll want the full facts. Many other invaluable aids to good management are profiled in the FT Collection catalogue. Its 16 colour pages are packed with such notables as the world-famous FT Desk and Pocket Diaries and a wide range of leather boardroom accessories. \*Excluding VAT, postage and packing.

Call for your FREE catalogue now on

**01-799 2002**

The FT Collection

FT Business Information Ltd., Registered Office Number One, Southbank Bridge, London SE1 8HL, Registered No. 180395.



ARTS



EXHIBITIONS London

The Hayward Gallery. The Other Story - an intriguing but uneven survey of the work in Britain since the war...

Musee des Arts Decoratifs. Je suis le Cahier - Picasso's sketchbooks. After two years of meandering the world over...

40 sketchbooks covering a period of 64 years follow closely Picasso's development. There are cubist flat planes decomposing reality...

Musee d'Orsay stresses its modernity (Quai Anatole France). Archives Nationales recount the genesis of this invention...

opment of art in Central and South America, from the wars of independence through to the present day. Ends March 4.

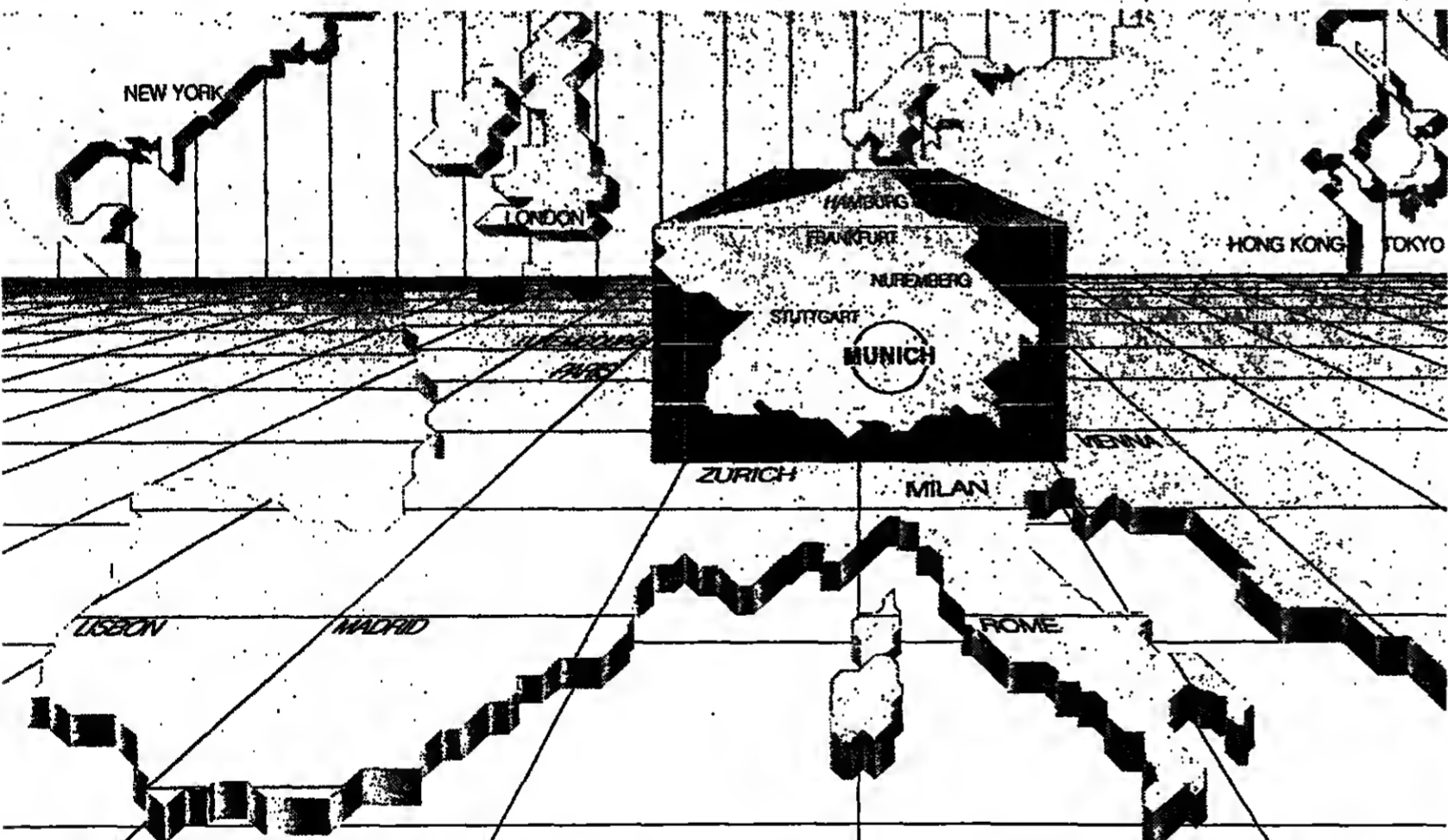
an exhibition in New York. Ends Jan 28. New York Metropolitan Museum. A decade of fabulous shows borrowed from around the world...

MUSIC London Royal Philharmonic Orchestra conducted by Arthur Davison, with soloists...

Madrid Spanish National Orchestra conducted by Miguel Angel Gomez Martini...

Brussels Belgian National Orchestra conducted by Ronald Zollman with Hub Claessens...

Direct Access to Hypo-Land



Welcome to Hypo-Land, where business is prospering and the potential is expanding rapidly. This is Southern Germany...

Germany's oldest publicly-quoted bank, Hypo-Bank has a long heritage of royal client treatment and a reputation for mutually rewarding correspondent banking relationships.



THEATRE London Anything Goes (Prince Edward). Cole Porter's slyly ocean-going 1930s musical has four or five marvelous songs...

New York Heidi Chronicles (Plymouth). Wendy Wasserstein's award-winning drama covering 20 years in the life of a successful American...

Chicago Driving Miss Daisy (Briar Street). The touching relationship between a rich widow and her chauffeur...

Keep the world in focus. For many executives that could be a daunting task were it not for the Financial Times. The FT has breadth and depth of vision...



ARTS

Ariadne

THE PLACE The new performance alliance gathered under the banner of Gloria, led by Neil Bartlett and Annie Griffin, is one of the most promising developments in our recent theatre.

Italian altarpieces put in perspective

Giles Waterfield on the Art in the Making exhibition at the National Gallery

In the 1970s, Thomas Hoving, director of the Metropolitan Museum, New York, brought to maturity the blockbuster art exhibition: the assembly of not less than 40 (the magic minimum) and preferably several hundred works of art, generally labelled "treasures" or "masterpieces" or associated with a princely owner, dating from before 1914 and ending with the Renaissance.



Detail from Altarpiece with Three Saints by Nardo di Cione

ing new insight into individual works. Much new information has been revealed, for example, about Duccio's Annunciation exhibited here from study of the underdrawing.

The Prince of the Pagodas

COVENT GARDEN

As we begin to get to know this new Pagodas and to understand the identity of Britten's score in the theatre, the nature of Kenneth MacMillan's achievement, and the problems he faced in making the staging, become clearer.

Modern music festival in Vienna

It's hard to know which picture of Vienna to believe: the city of Hapsburg monuments and intrigue; the bright, airy Vienna of the Danube, Johann Strauss and Sachertorte; or the socialist city which, since 1945, has been a laboratory of intellectual and cultural change.

Vienna's contemporary music establishment, Ceria, featured prominently in programmes at the Konzerthaus. His Monumentum for orchestra (1989) may be free of the Berg influence that have dogged his career as a composer, but it offered little more than monolithic momentum, like a tank lumbering down a street.

London Assurance

HAYMARKET THEATRE

The Dublin horn Dion Boucicault must now be the most performed home grown dramatist in that barren theatrical century between Sheridan (another Irishman) and Wilde (ditto), and his first (1841) hit, London Assurance, seems certain to remain his popular favourite.

ARTS GUIDE

OPERA AND BALLET

London Royal Opera, Covent Garden. The revival of Der Freischütz brings back to Covent Garden the most successful of conductors, Colin Davis, and leading tenor, Benja Holl.

Amsterdam Muziektheater. The National Ballet with The Sleeping Beauty (Peter Wright after Petipa). The production conducted by Carlo Rizzi and directed by Renate Ackermann (255 455).

Berlin Opera. There is a strong cast led by Pilar Lorengar, Giorgio Melchioni and Ingrid Westell. The new Samson and Delilah production by Gian Carlo del Monaco was well received.

Frankfurt Opera. There is Jean-Pierre Ponnelle's production stars Gailina Kalinina, Giacomo Aragall and Alain Foadary. La Bohème has fine interpretations by Elvira Cossia, Patricia Wiles and Fabio Armillato making his Frankfurt debut as Rodolfo.

Madrid Ballet Nacional de España. Don Juan is a new ballet created and graphed by artistic director Jose Antonio, who is also the lead dancer, and conducted by Enrique Garcia Asensio. Ends Dec 30.

Rome Teatro dell'Opera. Benj Montrossor's production of Verdi's Falstaff, surprisingly set in the Po Valley in northern Italy, conducted by Evelino Pido. The cast includes Paolo Gannali, Maurizio Bolognese and Adelina Scarsabelli, conducted by Evelino Pido. The Rome Opera Ballet in Ben Stevenson's version of Cinderella.

Chicago Lyric Opera. Barbara Daniels is Rosalinda and Neil Rosenbain sings Alfred in director Giulio Chaballet's new production of Die Fledermaus conducted by Julius Rudel. Production was made continuous as Rosina and Thomas Allen as Figaro in Roberto De Simon's production of The Barber of Seville, conducted by Alessandro Preziosi. Lyric Opera (532 224).

Tokyo Bulgarian National Folk Ensemble. Shinjuku Bunka Centre (Mon) (350 1141).

December 15-21

SALEROOM

Ayckbourn makes £2,000 Sotheby's deprived itself of the star lot in its English Literature and History sale yesterday when it arranged on Wednesday for the disposal of the family archive owned by the Marquess of Downshire to the British Library for around £2m.

Michael Coveney

That song conjures leviathan humors, and Zerkheta celebrates the three old ladies who were taken up by time.

Clement Crisp

MacMillan accepts Petipan device as an echo to be seen in his own text. The Rose Adagio becomes a Thorn Adagio for Epine; in entries, processions, ballabile, we can see not pastiche but homage and re-thinking of older forms.



# FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 0HL  
Telephone: 01-873 3000 Telex: 922166 Fax: 01-407 5700

Friday December 15 1989

## Soviet reform deferred

MR NIKOLAI RYZHKOV has made a chilling speech on the Soviet economy. It is not the end, but it could be the beginning of the end of Soviet economic reform for the present period.

His speech on Wednesday was presented as the official version of the perestroika process. Perestroika means restructuring. Mr Ryzhkov's version is restructuring - but backwards. Price reforms are to be delayed, and introduced stage by stage. Police measures against the black market are to be stepped up. The planning process is to be geared to switch production from investment to consumer goods.

He is seeking once more to link the economy to the levers which can be pulled from the men in the ministries and the state planning offices, to take the economy back to what remains of Soviet certainties. As 23 of the 'peoples' deputies elected from the Komsomol youth organisation wrote in the movement's newspaper on Tuesday, his report left unmentioned the "true causes" of the economic difficulties - the non-market character of the economy and the lack of interest among workers and collectives in the results of their labour.

### Radical reform

It has also cut the ground from under his deputy, Dr Leonid Abalkin. Last month, Dr Abalkin staged a conference on "the problems of radical economic reform". He argued for private property, for the market as "the most democratic form of regulating economic activity" for free prices and for competition. It was unmistakably the programme of one who knew there was no temporary stability to be found somewhere in the trough between command and market systems.

In his paper, Dr Abalkin talked of the "awareness of the need uncompromisingly to dismantle the command-administrative system". That was a hope, rather than a statement; it has proved to be weakly based.

## Adjustment in EC fishing

THE PROBLEM of excess capacity in which western Europe has already had to tackle in steel, coal, textiles and other traditional industries. It is not widely recognised that the same challenge will soon have to be faced by the European Community's increasingly hard pressed fishing fleet.

This, however, is the reality which EC Fisheries Ministers must accept as they prepare for what seems certain to be a very difficult meeting next week over the setting of annual catch limits for 1990.

The news from Brussels at this stage is bleak. In line with scientific advice which shows that key stocks have been seriously depleted by overfishing in recent years, the European Commission has proposed that the Total Allowable Catch (TAC) for several important species should again be sharply reduced.

Worst affected will be English and Scottish fishermen in the North Sea, who face cuts respectively of around 60 per cent and 20 per cent in the quantities of haddock and cod which they may land. But the general trend is also down and the suffering will certainly not be confined to the UK. The fact that this is the second successive year of deep quota cuts - and that the UK's share of the haddock TAC will probably end up being between a third and a quarter of its level when the Common Fisheries Policy and its control instruments were introduced in 1983 - makes the appeals of protest from the fishing industry all the more convincing.

### Prosperous period

The inescapable problem is that too many boats are chasing too few fish. The industry in the mid 1980s went through a period of exceptional prosperity with generous numbers of fish available under the CFP, healthy prices and good profitability. Not surprisingly newcomers entered the market place and those already there used the opportunity both to modernise their fleets and to increase capacity.

That the alarm bells rightly being sounded by the conservationists should be ringing at a time of exceptionally high interest rates makes the

change in fortunes all the more difficult for those involved to understand.

The Ministers at next week's meeting in Brussels must nevertheless stand firm in the face of pressures to bump the quotas back up to unsustainable levels - and continue to point out to their fishing industries that such short term expediencies are not in anybody's longer term interests.

They should also acknowledge that the tougher controls now required will not lead to an immediate recovery in the level of stocks - as happened to herring in the late 1970s and early 1980s - and that more consideration should therefore be given to ways of slimming what is now a bloated fleet.

### No refuge

The best reason for saying so is that retreat will find no firm edging. There is, as the new Czechoslovak economic terms are now saying, no such thing as a planned market; a market can not exist without price reforms. Nor can it co-exist with directive central planning. Nor can an attempt to revive the planning mechanism be innocent of political and social changes; it is no accident that the police are now being enjoined to crack down on the unofficial market. Mr Ryzhkov's speech was a conservative one, possibly heralding a conservative reaction all round, with profound implications for the country's external relations.

This need not happen. The reforms of the past five years have put in place, in the Council of Peoples Deputies and the Supreme Soviet, institutions which have proved themselves capable of bold action, and a popular mood of stopping initiatives from on high. The report which has accompanied Mr Ryzhkov's speech, partly drafted by Dr Abalkin, is rather less rigid than he was when he spoke. Other deputies may demand big changes, and the retreat goes on, two things will almost certainly happen. The situation will improve only temporarily if at all, and not far down the road, the ghosts of the Soviet economy past, present and yet to come will await the country's leaders, more terrified than headed with chains, than before.

change in fortunes all the more difficult for those involved to understand.

The Ministers at next week's meeting in Brussels must nevertheless stand firm in the face of pressures to bump the quotas back up to unsustainable levels - and continue to point out to their fishing industries that such short term expediencies are not in anybody's longer term interests.

They should also acknowledge that the tougher controls now required will not lead to an immediate recovery in the level of stocks - as happened to herring in the late 1970s and early 1980s - and that more consideration should therefore be given to ways of slimming what is now a bloated fleet.

## Watching the TV lobbies

THE Broadcasting Bill starts its passage through Parliament with the second reading debate in the House of Commons on Monday. But those lobbying for changes in its provisions are gunning their main hopes on the House of Lords, where there is a collection of the great and the good.

There are, for example, Lord Thomson of Monifieth, a former chairman of the Independent Broadcasting Authority and Lord Rotherham-Carter, former vice-chairman and Governor of the BBC. Both sit on the Liberal-Democrat benches, and both can be expected to oppose radical changes in the present broadcasting system.

Then there is Lord Wyatt of Westbury. As Chairman of the House, he is obliged to sit with the heads of other nationalised bodies, to sit on the cross benches. Very much a former Labour man - his first writings were in the left-wing Labour weekly, Tribune - Wyatt is now much closer to the views of Margaret Thatcher and the right wing of her Cabinet. Any amendments tabled by him will be watched with considerable interest.

For my own part, I am not much impressed by the arguments of the broadcasting lobby that it is all about preserving standards. It has never been self-evident that British television is better than that of other countries. Anyway, who defines standards? Is Panorama really better than a good soapie match or an old movie? All one can hope for is as wide a range of choice as possible. Probably in vain.

### Crackers

Rather a good order turned up the other day for Ralph Sanders: 30 specially-made Christmas crackers covered with a page of the Financial Times showing a photograph

## A.H. Hermann talks to Czechoslovakia's new Prime Minister

# Burden of reshaping a nation

In his first important interview on economic and financial policy, Mr Marian Calfa, at 44 Czechoslovakia's youngest Prime Minister, who took office last Sunday, talked to the Financial Times in his shirt-sleeves. No western politician could better him in the directness and evident sincerity with which he answered questions.

He sees as the main tasks of his Government:

- A thorough democratisation of public life and the preparation of free elections.
- Creation of the conditions for restructuring Czech industry.
- The placing of the security services under political control.

The last of these tasks proved an almost insuperable obstacle even before he formed his Government. He found it impossible to reach an agreement on who should be Minister of the Interior. In the end it was agreed that the functions of this minister would be assigned to a trimvirate consisting of the Prime Minister and two of his first deputies, of whom one is a reforming Communist and the second is Mr Jan Carnogursky, a Catholic lawyer who only a couple of weeks earlier was prosecuted for dissident activities.

Mr Calfa is himself a lawyer who has specialised in business law. His professional career started with CTE, the Czech news agency, where he worked as a lawyer. His most recent job before his present office was as co-ordinator of new legislation in the office of the Prime Minister. He has been a member of the Communist Party since 1964. He spoke to me in Czech - not Slovak; this is no great difficulty linguistically, but for a Slovak like Mr Calfa it is a mark of rare tolerance.

The new Prime Minister lays great stress on tolerance and consensus. Mr Calfa underlined that as Prime Minister he is not a boss but only the first amongst equals. "I will not try to impose my will on the Government. If I cannot achieve the consensus of the entire Government I will resign."

Such consensus will seldom be easy because out of 21 members of his Government, only 10 are Communists - creating the first government not dominated by the Communists since their takeover in 1948.

There was also, he felt, a time limit on his premiership: the free elections which should take place in the middle of next year could put an end to his Government. "My disadvantage is that I am a Communist and have no intention of ceasing to be one," he said dismally.

He hurried to add that this disadvantage is not quite fair. One could find reformers among the Communists who were more radical than those outside the party. The 1968 reform movement, he reminded me, had its roots in the party which was never quite the Czech Communist Party which bore marks of its social democratic origin. "The totalitarian repressive methods which later on got the upper hand cannot be blamed entirely on the ruling strata alone: those who were ruled and suffered the tyranny and co-operated with it must also bear their share of the blame."

There was a range of choices to people as individuals with individual

qualities and skills and not as members of this or that political party. On the human plane he mentioned as an example that he hopes to be able to co-operate fruitfully with Mr Jiri Dienstbier, the Foreign Minister in his shirt-sleeves. No western politician could better him in the directness and evident sincerity with which he answered questions.

The Government will submit to Parliament bills for the protection of human rights, freedom of speech and association, and freedom of travel. Mr Calfa pointed out, furthermore, that political parties are already mushrooming. Indeed, with almost a new grouping with each day, one must fear that the elections will be atomised when it comes to the general elections, which the Prime Minister emphasised will be completely free and democratic.

But of the three great challenges facing the new Czechoslovak government, our conversation centred on whether the Prime Minister thought his country's command economy could be transformed into a market economy by a gradual transition, or whether the end would be better attained by a single radical shock.

Mr Calfa said this was really the cardinal question. He pressed it at length and it appeared that he is not willing to let the population pay the penalty for a failed economic policy. In other words, both mass unemployment and inflation must be avoided at all costs.

Czechoslovakia's industry was, he said, badly unbalanced, with excessive capacity in heavy industry, particularly steelmaking and heavy and medium heavy engineering. These sectors were greatly expanded in the 1960s in response to the requirements of the Soviet Union and other Comecon countries.

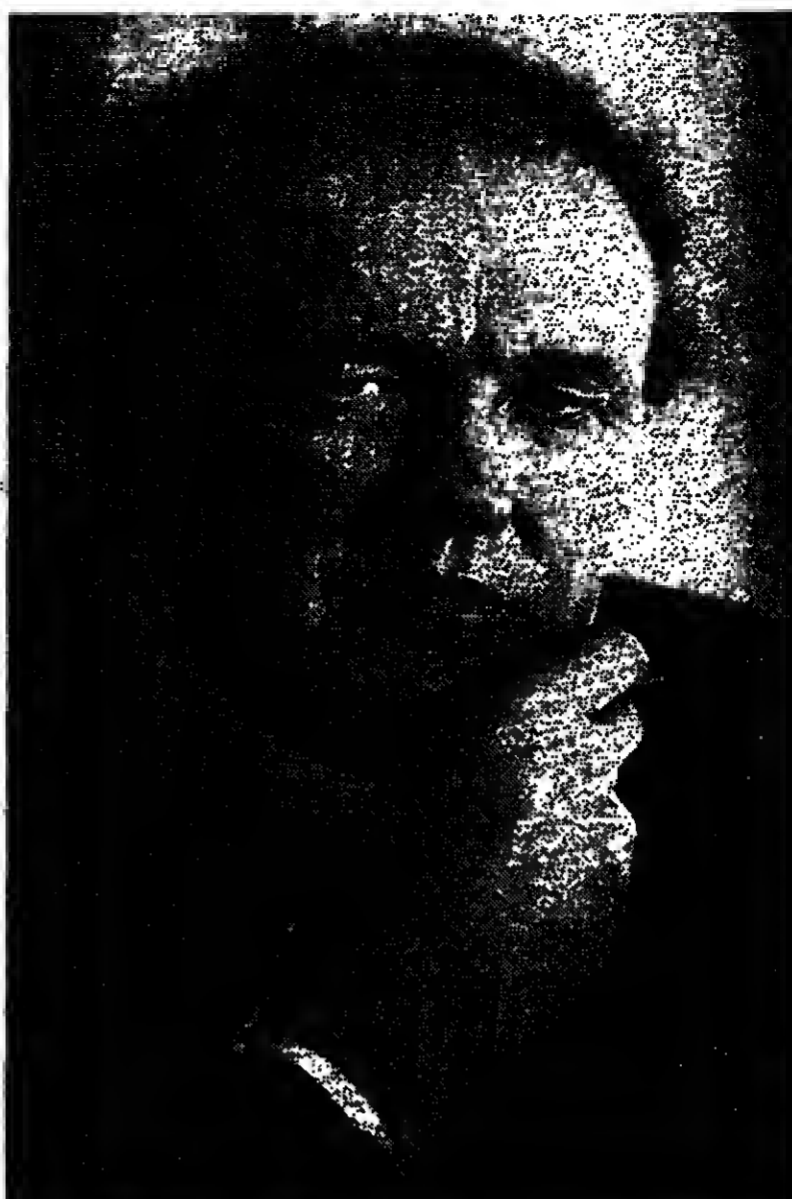
Czechoslovakia has always been the industrial country of Central Europe, the machine shop of the Austro-Hungarian empire and, later, along with East Germany, the factory of the Warsaw Pact. The social costs of this role have only recently come to be fully understood.

He talked up with this industrial base is a network of coal-fired power stations - burning lignite with a high content of sulphur - causing enormous environmental damage. The power supplies diverted to heavy industry, moreover, are at the cost of new enterprises and consumers who are not supplied with adequate electric power.

However, the replacement of lignite-burning power plants presents an almost insoluble problem. Austria objects strongly to the construction of another nuclear power station and Hungary protests against the completion of a great dam on the Danube near Gabčíkovo. The dam could be an important source of hydro-electric power.

The Prime Minister said that another great error of Czechoslovak economic policy was to see its problems only within the confines of a small country. The network of monopolies - sometimes held by quite small enterprises, was not the result of leg-islative regulation but of economic structure and protectionism. "Czechoslovakia's small monopolies cannot be broken and the Czech economy cannot prosper without opening first to the world and exposing Czech industry to cross-border competition."

Mr Calfa sees such an opening of the frontier, by removing administrative obstacles, as his foremost task. The only means for regulation of for-



Consensus or resignation: Marian Calfa, head of the new coalition

design trade and cross-border co-operation ought, in his view, to be exchange controls and a normal customs tariff regime, perhaps with some import quotas where necessary and possible.

Hand in hand with such an opening of the Czech economy to the world economy ought to go the separation of the enterprises from the state economic plan - and, crucially, the freeing of managements from government interference. Though this should go a long way it could not be complete as long as Czechoslovakia still had to meet its foreign supply obligations. Mr Calfa was referring to his country's commitment to supply certain products to the Soviet Union and other Comecon countries. He said that when necessary enterprises would be helped financially to complete such supply contracts, which would remain commercially unattractive without state subsidy.

The restructuring of the economy was likely to be facilitated by resources released by the gradual reduction in the armaments industry which has been taking place over the past two years. The reduction of arms production has released both materials and components and some of the most skilled workers and technicians

for the benefit of other industries.

An important feature of the present economic situation was that the Soviet Union was losing interest in certain supplies to which the Czech economy was geared, while the quality of such products was not always up to world market standards and service requirements. Thus, though they might be released from the Soviet requirement, such products were not readily saleable in the West.

However, Czechoslovakia had a number of hidden resources. In the first place there was the high educational standard of its workforce. There was also a surplus of industrial buildings and hidden reserves of labour in overmanned enterprises. Finally there was under-utilisation of machinery as almost all industry worked on a one-shift basis.

Even so, industrial restructuring was likely to be a long process unless speeded up by co-operation with western firms. For this reason the Government would give maximum support to cross-border co-operation, ranging from joint ventures, through distribution arrangements, to joint R & D agreements. The Prime Minister said that German and Austrian firms seemed to be best placed to under-

stand the needs and problems of Czech industry and were ready to meet them halfway.

The support the government intends to give to cross border initiative in upgrading Czech industry may, also be related to the Government's reluctance to consider foreign loans on a governmental basis. Mr Calfa made clear his opposition to such a policy which would increase the country's indebtedness in such a way as to impact its present high credit rating. This is due to the foreign debt of only \$7bn which is easily serviced by Czech resources. "We don't want to be beggars," he emphasised.

Foreign investment would be welcome, but only by commercial or investment loans agreed between enterprises. The Government was prepared to support such private agreements with government guarantees. Such guarantees would be based on bilateral agreements already concluded with some countries.

When I raised the question of the inflationary pressures resulting from the excess money in circulation and asked about the likelihood of monetary reform, Mr Calfa denied any such intention vehemently. Monetary reform, he said, would hit the poor and keep the rich rich as they had their assets invested in real estate or valuables. It would have no lasting effect unless the causes of the disequilibrium were removed first.

The Government would seek a remedy for a tighter fiscal policy. Though the Czech budget had always been presented as balanced this balance was fictitious, he said, and was achieved by "some magic tricks" with figures. In fact, there was a huge deficit and his Government would put its cards on the table remedy.

One way might be to increase "the contribution" taxes in the more usual way - levied on industry. The other way was cutting subsidies and social expenditure. The way the Government is choosing at present is evident from the interim budget presented to the federal parliament yesterday. Subsidies to industry and the collective farms will be reduced by nearly a third - but social expenditure, such as social security, health and education, will be kept at the present level.

The Prime Minister stressed repeatedly that on no account would the burden of restructuring be shifted on to the shoulders of the citizen. There might be unavoidable transfers of workers to new jobs and in that case the Government would provide retraining either directly in its own establishments or indirectly by subsidising training on the job.

Many of the reforms now underway, said Mr Calfa, had been prepared for some time. Mr Václav Klaus, a severe critic of the present Administration, and now the First Deputy Premier for Economic Affairs, had had to revise his views somewhat, when, on taking office, he realised how much work had already been done.

On Wednesday, for example, no less than four major reform statutes were adopted. Three of them overhauled the equivalent of corporation tax, income tax and agricultural taxes, promoting a much more competitive environment. The fourth is a major new law on banks, savings banks and exchange controls.

The job of a Czech Prime Minister these days is certainly not a secure one, but Mr Calfa does not give the impression of a worried or harassed man. He is young and very much a lawyer used to settling disputes between warring parties.

## Watching the TV lobbies

THE Broadcasting Bill starts its passage through Parliament with the second reading debate in the House of Commons on Monday. But those lobbying for changes in its provisions are gunning their main hopes on the House of Lords, where there is a collection of the great and the good.

There are, for example, Lord Thomson of Monifieth, a former chairman of the Independent Broadcasting Authority and Lord Rotherham-Carter, former vice-chairman and Governor of the BBC. Both sit on the Liberal-Democrat benches, and both can be expected to oppose radical changes in the present broadcasting system.

Then there is Lord Wyatt of Westbury. As Chairman of the House, he is obliged to sit with the heads of other nationalised bodies, to sit on the cross benches. Very much a former Labour man - his first writings were in the left-wing Labour weekly, Tribune - Wyatt is now much closer to the views of Margaret Thatcher and the right wing of her Cabinet. Any amendments tabled by him will be watched with considerable interest.

### Crackers

Rather a good order turned up the other day for Ralph Sanders: 30 specially-made Christmas crackers covered with a page of the Financial Times showing a photograph

## OBSERVER

of Nigel Lawson, the former Chancellor.

Sanders is an 18-year-old who runs a company called Absolutely Crackers at Marlton, near Bradford. He says he always used to make crackers for his grandmother when he was small, then for his mother who runs a riding school, so he left school without taking any exams and set up his business. It used to be called Ralph's Crackers, but changed to Absolutely Crackers when he took on a partner last May.

Output is running at several thousand a year, and the company is beginning to pay back the bank loans.

Orders tend to stem from corporate buyers. The Lawson order was for a party that the ex-Chancellor was attending. "Crackers," says Sanders, "are an all year round business. We do very well out of weddings."

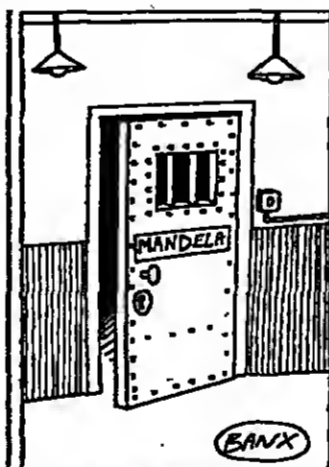
### Late news

Events still move slowly in some parts of Eastern Europe. Subscribers to the East German Ministry of Foreign Affairs' monthly newsletter, Foreign Affairs Bulletin, received their latest issue yesterday.

It was headed: "SED General Secretary on working visit in Moscow - all agreements at Gorbachev-Krenz meeting." Now, who was Krenz?

### On the brink

Such are the costs of insolvency that the insolvent business itself is being reorganised. Richard Floyd, the insolvency specialist at accountants Moores Bowland, is despatching to re-establish the Floyd Harris independent practice he set up in 1971. It will work from Croydon - to save costs, though it will maintain a Lon-



State of emergency.

don address, and will deal only with insolvency.

Floyd is not quite the first to follow this route. A group of three broke away from Arthur Andersen to do the same thing two years ago, and the habit may grow. Floyd says that the Insolvency Act of 1986 made directors much more conscious of their financial responsibilities. Therefore the insolvency experts tend to be called in earlier than they used to be. "We are the Samaritans," he says. It is prevention and financial surgery rather than just picking up the pieces.

### Long view

Hardly in the same league as the car number plates Christmas cracked yesterday morning, but they were pleased to raise £7,600 for a rare late-18th century transit telescope in the sale of scientific, philosophical and medical instruments after lunch. An Australian buyer bought it by telephone.

Made by Troughtons of London, this was the telescope used by Phillip Parker King to survey the coastline of Australia. His charts still form the

basis of those used today.

King spent the years 1817-22 surveying and charting the coastline of New South Wales, and laying a new route from Sydney to the Torres Strait inside the Barrier Reef. He published his work in 1827.

The anonymous seller came from a Sydney family which itself had made scientific instruments for nearly a century.

King's travel-stained telescope, 26 inches high, was sold unreserved, in its slightly rusty black oxidised finish. It was one of three telescopes fetching over £5,000.

### Last pound

The Royal Bank of Scotland is handing out £1 notes to journalists. It wishes it to be known that it will soon be the last bank in Britain to produce them.

The Clydesdale Bank and the Bank of Scotland are both getting out of the business on the grounds that £1 notes are now worth so little that they are simply used as small change and are seldom returned to the bank. Thus they are reduced to "unacceptable" quality.

The Royal's new £1 notes are some millimetres smaller to avoid confusion with the new smaller £5 notes the Bank of England is issuing next year, and are also printed on tougher paper. The Royal will go on making them as long as they are "economically viable to produce" and "popular with our customers".

There is not much doubt on the latter score. A large number of Scots regard the £1 coin as another feature of Thatcherism. Not that they disdain to use it.

### On the line

A colleague telephoned Milton Keynes station yesterday to ask about the time-table only to be told: "Get off the line, there's a train coming."

GREAT UNPRONOUNCEABLES OF OUR TIME

(NI-FER-DOH-LING)

Bernard Kripperdolling was a fanatical Anabaptist. As were his friends. He had an extraordinary name. As did his friends, Melchior Hoffmann and Gerrit Kippenbrock. He was also to become totally insane. As were his friends. Bunnahabhain has an extraordinary name (pronounced BU-NA-HA-VENN). Otherwise, this 12 year old single malt Scotch whisky is the very embodiment of balance and consistency. Once tasted, the smooth, subtle qualities of this Islay malt would be enough to turn anyone into an enthusiast. Not to say a fanatic.

**Bunnahabhain**  
UNSPEAKABLY GOOD MALT

Available at Oddbins, Harrods and Selfridges and selected branches of Victoria Wine, Peter Dinklage, Unwins and Augustus Barnett.



POLITICS TODAY

The environment can-can

By Joe Rogaly

Velen, Westphalia - "I have this recurring nightmare, said the energy expert. "One day I'll wake up in the middle of a plenary session not knowing which conference on carbon dioxide emissions I fell asleep in."

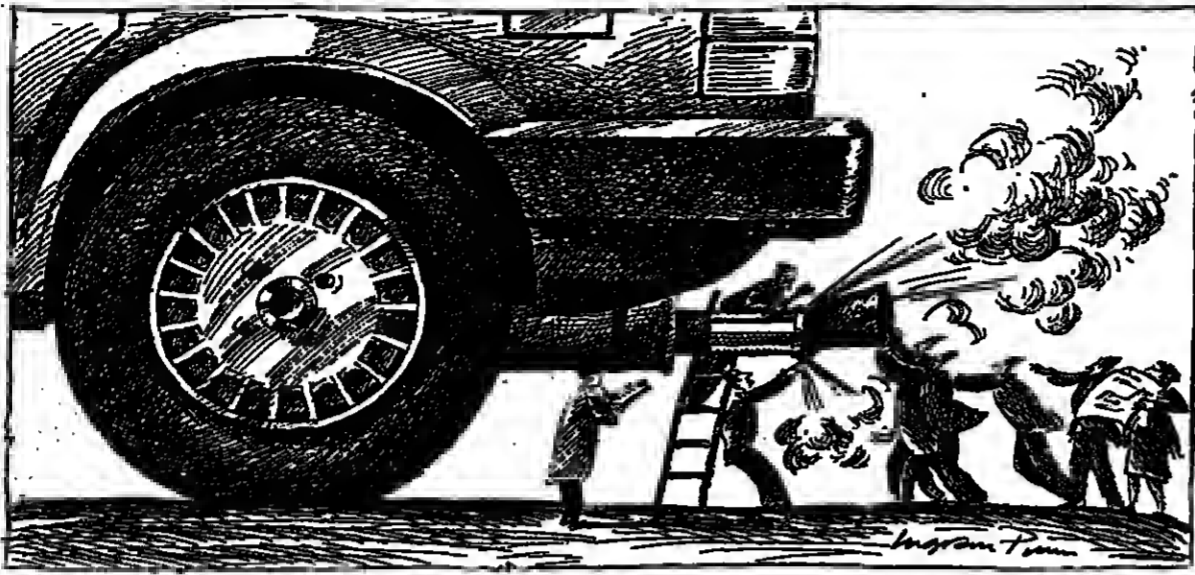
There is no reason to be had from looking around the room, rubbing your eyes. For the conference may come and go but by and large, the delegates remain the same.

As it happens, it is Velen, near Muenster, about a week before Christmas 1989. We are in a "workshop" on energy and the environment. The host is the West German Government, the umbrella organisation is the UN's 24-member Economic Commission for Europe (ECE), and the hot topic is carbon dioxide.

You would think, with a picture like that in her mind, that the Prime Minister would programme British Government officials to lead the Green pack at conferences like this one. Not a bit of it. We have two Department of Energy civil servants here, and one from the Department of the Environment. Together with the man from the US State Department, they constitute an Anglo-Saxon contingent whose purpose seems to be the rest of the delegates to be to make sure that nothing specific is decided.

Another piece of Magellanic chicanery, I thought after an afternoon of "deliberations" and replaces with "could" and "my Government cannot accept such a percentage target/completion date/intention of regulatory intent."

The true story is more intriguing than that. It is about the UK energy department fighting tooth and nail for the government's freedom to privatise electricity (and, one day, coal) away from the intrusion of the real world of environmental constraints.



famous UN-sponsored report on "sustainable development," published in 1987. It concerns all threats to the environment, not just the Greenhouse Effect or climate change. The report's principal author, Mrs Gro Harlem Brundtland, was Prime Minister of Norway at the time. So Bergen will be the host city for a follow-up to Brundtland next May. Here in Velen we are preparing recommendations for the Bergen meeting, whose title is to be "Action for a Common Future."

The second, narrower, track is the Inter-Governmental Panel on Climate Change (IPCC), whose founding father is the US and loving mother is Mrs. Thatcher. It has three working groups, one chaired by the US, one by Britain and one by the Soviet Union. The delegates from Moscow have therefore supported the Anglo-American blocking tactics in Velen. Outside the long, tedious, drafting sessions at mealtimes and during other breaks it is often Soviet-US or British-Soviet heads you see together in quiet converse. The principal advantage of the

IPCC track, in the London-Washington-Moscow view is that it is global, bringing in the Chinese and the Japanese, while the ECE area is merely trans-Atlantic, although it does include East European countries. As it happens, the 24 ECE countries, most of which are represented here, are responsible for 70 per cent of the world's primary energy and fossil fuel use. Never mind, I suppose that if you leave the great Asian nations out you are not talking the whole story.

The fundamental question is whether the IPCC is a genuine attempt to get a good strong global convention on Greenhouse gas emissions or whether it is a sly Big Three plot to control the environmental movement in order to prevent the Bergen enthusiasts from establishing onerous standards. There are good scientists involved in the IPCC working parties, and the chairman is a Swede, so it may be reasonable to wait until November 1990, when its first interim report is due. That would not take care of all the other environmental concerns (Mrs Thatcher listed many for us on Monday), but it might make headway in preparing global protocols on CO emissions.

Most countries now favour "economic instruments" - higher prices for fossil fuels, tax disincentives, or tradable permits for polluters. The

British Treasury is already studying the possibilities of all of these. In addition the Bergen axis would like to include regulatory measures where fiscal controls are insufficient. No problem. In our Monday interview Mrs Thatcher said she was willing to bring polluters within a framework of regulatory standards, so the prospects for British agreement at both Bergen and the IPCC are fair, particularly now that Bergen is being softened up in advance.

In fact a pattern is beginning to become apparent. Every country finds that sooner or later a popular awareness of environmental dangers obliges the government to take action: the Russians, Hungarians, Poles and other east Europeans have at least that. In the end a fat national plan, listing many detailed, specific actions and proposals, is produced. The Dutch, the Danes, the Swedes and others have done this. Mr Christopher Patten, Britain's Environment Minister, is working on a first draft due to be published next year.

It is also becoming easier to forecast what such plans will mostly be about. A seminal text is an October 1976 essay by the American energy-saver guru, Amory B. Lovins, listing a myriad design changes, feasible within current technology, that added up to hundreds of billions of savings in

total US energy costs. Mr Lovins saw Mrs Thatcher at the weekend, and came through Velen with his message on Monday. Many large companies are aware of what lies in store. A Director of Siemens issued a statement here indicating his company's interest in energy-efficient products, and less noxious forms of power generation. It is all in the details.

This is shown in a paper by the British environmental consultant Gerald Leach, now based at the Stockholm Environmental Institute. Mr Leach, who is on a UK Department of Energy panel, argues that Britain can meet the Toronto target, and enjoy 40 per cent economic growth between 1987-2005, on "generally quite modest assumptions" about best practice energy-efficient and low-cost demand management technologies.

Such a neo-conservative reading of events is implausible - as well as sickeningly complacent. Some individuals in communist countries undoubtedly support extreme libertarian policies of the sort advocated by Robert Nozick. Anarchy, State and Utopia: a nightwatchman state and any amount of inequality provided it results from "free" trades in the market place. But the great majority of east Europeans are surely doing no more than reject tyrannical government. They want freedom. But free-market capitalism is not the only environment in which freedom can flourish. There is also such a thing as democratic socialism.

My guess is that if the residents of East Germany, Czechoslovakia and Hungary were asked to rank the socio-economic systems of western countries, they would put Sweden and Austria far ahead of the US and the UK. They want greatly to improve the efficiency of industry and commerce, but they do not want rampant crime, poor schools, squalid public transport, bag ladies, a growing underclass and soaring social and economic inequality of the kind promoted in Britain and the US. It is thus absurd to interpret their rejection of left-wing extremism as a vote in favour of right-wing extremism. Jacques Delors's philosophy is far more likely to win their allegiance than that of Nigel Lawson.

This is not to deny, however, that the meaning of socialism is changing. The Soviet Union, China and eastern Europe have demonstrated beyond all doubt that state planning is economically inefficient in the West, nationalisation and public

LOMBARD

The rebirth of socialism

By Michael Prowse

THE OVERTHROW of ownership have also had an unhappy history. State-run bureaucracies are often poor at meeting the needs of individuals. But they were only ever advocated as a means to the important ends of greater efficiency in production and greater equity in distribution. Socialists should not blush at the need to discard institutional arrangements which did not deliver the goods; capitalists, after all, are constantly scrapping out-of-date machinery as they search for ever faster ways to make a buck.

But if everybody accepts the case for decentralisation and increased reliance on the market, what now distinguishes the political left and right? The answer is to be found in very different conceptions of social justice. The right-wing view, which dates at least from David Hume, is that a distribution of goods and services is just, provided it results from uncoerced market exchanges which respect existing property rights - assuming these were arrived at fairly. The point about this "entitlement" theory, which has been popularised by Nozick, is that the relative proportion of income and wealth in the hands of the rich is irrelevant: 1 per cent of the population could justly own 99 per cent of everything.

The left-wing view is that social justice requires a fair distribution of goods, services and other social privileges. Those who are unusually productive (or lucky) must therefore surrender a large portion of their spoils. One version of this theory has been popularised by John Rawls, the US philosopher. He argues that social and economic inequalities are justified only if they can be shown to improve the absolute living standards of the worst-off groups in society.

If you believe the distributive theory of justice makes sense, you should court yourself as potentially left-of-centre, regardless of your admiration for markets. The intensity of your socialist conviction is best gauged by the amount of distributive injustice you are prepared to tolerate. My guess is that the east Europeans will remain better socialists than most of us in the West for many decades to come.

LETTERS

Soviet perspective on 'new Marshall Plan'

From Mr Sergei Gorbanov, Department of Foreign Economic Policy, USA and Canada Institute, 2/3 Khlopiyevskiy Pereulok, Moscow

action in parallel with long-term measures to bring about a recovery. That recovery is, I believe, only possible with the help of increased imports of consumer goods. Restoring market equilibrium would not cost a great deal at the current ratio between domestic and world prices. A maximum of \$20-25bn would suffice, as each dollar spent on consumer goods imports may bring in eight to 10 or even more rubles at the official exchange rate of 0.63-0.65 rubles to the dollar. In a basically normal environment, this would be economically and socially the least costly way to financial recovery.

Highly profitable industries are badly in need of more investment, but the massive inputs needed for the purpose are not available. There is an urgent need to generate an inflow of resources from abroad to deal with social and economic challenges. At the moment, the Soviet Union has big problems obtaining medium- and long-term loans from western banks and in placing securities. The result is problems securing new credit facilities and refinancing the existing debt of \$40bn. The western business community does not see meaningful guarantees of loan repayment.

Such guarantees could be backed by a part of the gold equivalent of the bank loans received or of the securities issued. Although this may be useful in the short term, the problem of credit worthiness can only be resolved by enhancing economic interaction - opening up the Soviet economy to the outside world. The need now is to start a serious dialogue on the basic political and organisational issues relating to Soviet participation in the world economy, and to establish a favourable political environment for international economic harmonisation. Over the past 40 years, many nations have advanced from subsistence economies to modern economic practices. The Soviet Union's economic reform programme's task is to normalise the market and to bring an improved credit, monetary and financial system to bear on the economy as a whole.

European Community relations with the US

From six Members of the European Parliament. Sir, The far-reaching call by US Secretary of State James Baker for a number of strengthened international and consultative links between the European Community and the US in Berlin indicates a substantial shift in American foreign policy.

As we continue progressing rapidly towards the creation of the Single European Market by 1992, the nature of the EC will alter as will its competence. It will become a more political entity, particularly in developing relationships with eastern Europe. It makes good sense to begin now to shape new US-EC links over this period, to adjust to

the growing weight of the EC in the transatlantic relationship. While member countries will still have their own special relationship with the US, it is essential that the EC should give its full support to this courageous initiative. President Delors must take the next step in developing this transatlantic dialogue during his meetings with Secretary Baker in Brussels. Einar Brok, Eithymios Christodoulou, James Elles, Luis Planas, Gils de Vries, Michael Welsh, European Democratic Group, European Parliament, 57-113 rue Belliard, Brussels

Like card, like book

From Mr Michael R. Nathan. Sir, If the net book agreement were to be abolished, the most likely result would be an increase in book prices, not a reduction in them. This is what happened to greeting cards. Last weekend, I came across greeting cards for sale at a price of £1.50, whereas the recommended retail price was 50p. I found others for sale at 22.5p when the recommended retail price was 5p.

Winds carry no passports

From Mr Andrew Warren. Sir, Your oil industry correspondent, Steven Butler, has found a "consensus" which enables him to begin his "laying a bet against OPEC" (December 4), with the claim that "demand for crude oil will grow strongly in the 1990s".

Climate Change reports next autumn, already the UK Government has committed us to stabilising emissions of carbon dioxide, the main gas responsible for the "greenhouse effect". Other EC governments are keen to set up formal agreements to reduce emissions by 20 per cent by the end of the decade - the minimum most climatologists now recommend. Mr Butler rightly acknowledges that in the short run, tighter emission controls may

actually increase consumption of oil. But he concludes that even if the world's governments "eventually" become serious about controlling carbon dioxide emissions to forestall global warming, any restraint in developed countries will automatically be balanced by extra demand from the developing world. It is in none of our interests to permit this to happen - certainly not to gloss over concerns about global warming.

As the UK ambassador to the United Nations, Sir Crispin Tickell, warned the UN assembly earlier this year: "The atmosphere knows no boundaries, and the winds carry no passports." This is an international problem. We inhabit a single planet. And business-as-usual is no longer the order of the day, even for the oil industry. Andrew Warren, Association for the Conservation of Energy, 9 Sherlock Meads, W1

JANUARY 9, 10 & 11, 1990: RUB SHOULDERS WITH EUROPE'S TOP PLAYERS IN FINANCE



The third annual Paris Bourse International Forum offers a unique opportunity to meet and exchange views with the world's leading financial specialists and managers. The program of conferences has been developed in association with COB, MATIF, MONEP, SICOVAM, REUTERS, Caisse des Dépôts et Consignations, les Echos, Ciments Français and Havas. Three days, three events, and invaluable insight into just what lies ahead on international markets.

- CONFERENCES - On January 9 and 10, experts from around the world will present their views on the key challenges facing today's financial markets: - The emergence of truly global trade; derivatives, government securities and private networks. - The unified European financial market: advantages and access for issuers and investors. - Recent developments on major European exchanges in the run-up to 1990. - Market regulation in a global context: implications for authorities and users.

For conferences and registrations, contact: Marianne Huot Allard at Finactis, 78, rue Riquart - Paris 75110 Tel: (33-1) 45.00.41.79. Fax: (33-1) 45.00.14.08

- NEW MARKET TECHNOLOGY EXHIBITION - In the spotlight: professional products and services of direct interest to decision-makers and investors, with more than 100 exhibitors on hand to present their wares. WORKSHOPS - Keeping up with market technology is no simple matter. To allow participants to familiarize themselves with new products and applications, a special series of select, hands-on workshops is scheduled for January 11. The Paris Bourse International Forum to move into 1990's new financial market in style.

For trade show informations and invitations, contact: Caroline Karbat at Colyam, 34, Champs-Elysees - Paris 75008 Tel: (33-1) 42.89.14.33. Fax: (33-1) 42.89.10.90

RENCONTRES INTERNATIONALES DE LA BOURSE DE PARIS. PALAIS DES CONGRES - Porte Maillot 75017 Paris.



Willet IS BUILDING 01 689 2266

VENUE CONTRACTS GOWIE interesting

EUROPEAN COURT BLOW TO BRITISH FISHING INDUSTRY

Spanish trawlers free to fish UK quotas

By Tim Dickson in Brussels

A NEW BLOW to Britain's hard pressed fishing fleet was delivered yesterday when the European Court of Justice outlawed one of the UK's key defences against Spanish "poachers."

tion of experts last night was that the same may happen with the latest judgment. The most disappointing part for Britain is the court's decision that a member state may not require 75 per cent of a vessel's crew to be resident in that state (a British condition which had actually been upheld at an earlier stage in the legal process).

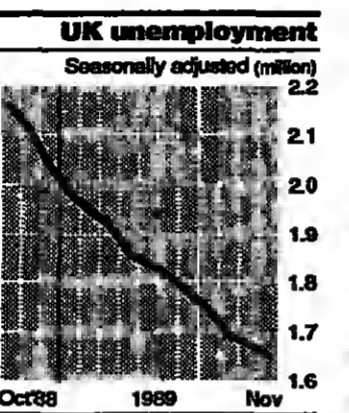
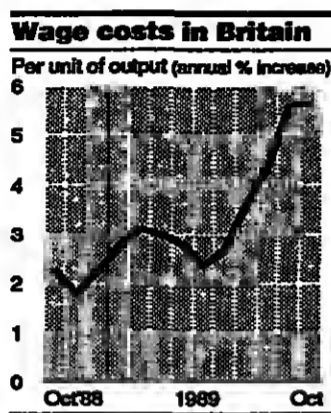
fishermen looking for "fish that aren't there." The ruling adds to Scottish fishermen's fears for the survival of their industry following the European Commission's proposal for sharp cuts in their catch quotas.

Senior Conservative politician Mr Kenneth Warren attacked European chiefs over the handling of quota talks and urged ministers to stiffen their backing for Britain's fishermen.

Fowler warns UK unemployment may rise

By Simon Hoiberton, Economics Staff, in London

MR NORMAN FOWLER, Britain's Employment Secretary, yesterday delivered a thinly veiled warning that unemployment would rise next year unless there was greater moderation in pay demands.



have to be a bigger slowdown in output and rise in unemployment than first thought for wage rises to subside. However, Mr Richard Jeffrey, economist at Hoare Govett, said yesterday's figures indicated that industry was prepared to keep wage costs under control by cutting employment levels.

US rebuffs criticism of trade policy by Gatt

By William Dullforce in Geneva

THE US yesterday vigorously challenged the secretary of the General Agreement on Tariffs and Trade following criticism of its trade policy. Mr Rufus Yerxa, deputy US trade representative, argued that the GATT secretariat had exaggerated the impact of the high customs duties and anti-dumping measures.

Mr Fowler's warning came as his department released figures which showed that the number of people claiming unemployment benefit, adjusted for seasonal variations, fell by 25,000 last month to 1.65m.

developments in the economy, still appears to be fuelling UK inflation. Average earnings across the economy rose and labour costs remained on an upward track.

with lower productivity to push unit wage costs up 5.7 per cent in three months to October compared with a year ago. This was the highest growth rate since June 1986 and was double the growth rate of May this year.

W Germany sets target to hold inflation

By Andrew Fisher in Frankfurt

WEST GERMANY'S central bank, the Bundesbank, yesterday set a money supply target for 1990 that will ensure a determination to hold down domestic inflation, while also stressing price stability as its main priority in the development of a future European monetary system (EMS).

FRENCH consumer prices rose by 0.2 per cent last month, leaving the annual rate of inflation stable at 4.8 per cent, according to preliminary estimates from the national statistics office.

trading partners, estimated at 4.4 per cent. With inflation slowing more markedly in West Germany last month, however, the gap between the French and West German inflation rates widened to 0.6 percentage points.

tion in these negotiations - "price stability as the first priority is the German position". The Bundesbank said it would continue its policy of maintaining the D-Mark's purchasing power, while contributing to further steady growth. Its 1990 money supply target is based on rises of 2 per cent in prices, 2.5 per cent in production potential, although the inflow of East German workers should augment this, as well as a slowdown in the velocity of money in circulation.

Ryzhkov manages to upset everyone

Continued from Page 1

ing apparatus with a financial market banks deciding investments on commercial grounds and all forms of financial instruments, shares and bonds, being traded on a stock exchange.

entire raison d'être under threat. His instincts remain pro-central planning. Mr Ryzhkov seems to have decided that he still likes Dr Abalkin's vision of the future. But he is faced with an acute economic crisis, with growing shortages in the economy, an enormous excess of valueless currency, a chronic state budget deficit, and growing industrial unrest. The only way he knows how to deal with it is to rely on Mr Maslyukov. Hence the decision to attempt a massive switch of resources into consumer goods.

extraordinarily ambitious. They suggest excess demand for consumer goods above the available supply of R515bn (\$236.55bn). In 1990 alone, the output of consumer goods is supposed to rise by R566bn, or some 10 per cent. Then again in the next two years, by 1992, it is supposed to go up by as much as a further R522bn, to a total of R515bn. The result will be drastic cuts in investment spending in most other areas.

prices will come before 1992. Yet Mr Ryzhkov may have done himself an injustice. For the document presented to the deputies still contains most of the fundamental commitments Dr Abalkin wants: the financial market will still be central, state monopolies abandoned, or controlled by state monopoly law, and the property will be broken up into a multiplicity of property forms.

World Weather

Table with columns for location and weather conditions for various global cities.

Hopes rise for conventional arms cuts

Continued from Page 1

which has been the main vehicle for implementing the Helsinki agreement. They will emphasize, however, that such a meeting will have to be carefully prepared if it is to produce worthwhile results.

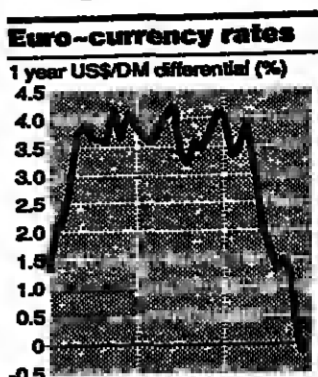
Mr James Baker, the US Secretary of State, stressed in his policy speech in Berlin on Tuesday that he saw the CSCE as the best forum for developing East-West relations following the liberalisation of the East European regimes and economies.

Western alliance which could undergo change and those which had to be maintained. It was particularly important that Nato should retain a robust defence capability. Mr Roland Dumas, the French Foreign Minister, while emphasizing the need for the West to encourage the political and economic changes in Eastern Europe, did not think that the Atlantic Alliance was necessarily the right institution to deal with all these matters.

THE LEX COLUMN

Not the season for goodwill

Without careful handling, the issue of accounting for goodwill could be headed for confrontation. The UK Accounting Standards Committee seems poised to agree on a formula which looks the least popular conceivable among producers of accounts.



bounce, there are still plenty of D-Mark bulls around. But predictions of when these two currencies go next are more than usually suspect.

To the investor, at least, this is in one sense unimportant; the share prices would presumably stay the same. But the p/e ratios would rise accordingly, thereby posing a basic problem of comparability. Those companies which kept making big acquisitions would rise to premium ratings, with those acquiring service companies rising higher than the rest.

ing from about 40 per cent now to 6 per cent or so in early 1990. Hence Nylx would have no trouble staging a re-run of last January's takeover of the Peitrex building products and carpets group, if not 1988's \$1.7bn purchase of ACL.

A similar sort of complacency seems to be affecting sterling. External factors no longer seem the threat they were only a few weeks ago, in spite of yesterday's disappointing figures for invisibles. However, earnings are growing considerably faster than inflation and unemployment is still falling.

BTR Nylx

After all BTR's unsuitable hints about North America as its next hunting ground, with or without Mr Kravis, it is fairly disconcerting to see its Australian offshoot BTR Nylx raising \$600m of new ammunition. True, the message from BTR is that unlike the \$424m Nylx raised in 1988, the latest dollop of convertible shares and loan notes is not tied to specific bid plans.

Foreign exchanges

There was nothing in yesterday's economic news out of West Germany and the UK to disrupt the uneasy calm which has begun to settle on the foreign exchange markets in the run-up to the holiday season. The D-Mark's effective exchange rate is bubbling along at an all-time high while poor old sterling sinks ever closer to its record low set just over three years ago.

UK equities

Yesterday's drop in UK equities may have been chiefly due to Wall Street but there were worrying signs nearer home. A total of 33 UK companies published results yesterday. Of those, 14 produced lower earnings, four went into loss and six cut or passed up their dividend. None of the companies was large, but the range was comprehensive.

FIDELITY INTERNATIONAL GLOBAL INVESTMENT MANAGEMENT AT ITS BEST. Fidelity is one of the world's leading investment management organisations with a network of strategically placed fund management operations covering the globe.



DEVELOPMENTS  
CLARENCE HOUSE, 100, BROADWAY  
TELEPHONE: 041 43 444

Hunting Gate  
4444

# FINANCIAL TIMES COMPANIES & MARKETS

Friday December 15 1989

Harbour Exchange  
LONDON DOCKLANDS

SEE IT - BELIEVE IT  
538 8888

### INSIDE

#### Bedfellows fall out at Lowndes Queensway

Lowndes Queensway, the heavily-borrowed furniture retailer which is in refinancing talks with its bankers, ran into fresh controversy yesterday. Silentnight, which supplies 80 per cent of its bed ranges, said it would stop taking orders from Lowndes Queensway after next February. The beds company also warned it faced a sharp profits fall in the current year. Page 28

#### Vancouver cleans up its image

The Vancouver Stock Exchange has long had a reputation for scandal. And this image was hardly dispelled by the publication in May by Forbes magazine of a derogatory article proclaiming the west Canadian city the "scam capital of the world". But since then things have looked up. The exchange was given a lease of life in August by torrential volume triggered by promising results from a gold exploration project in British Columbia. And it may even be granted recognition by the UK's Securities and Investments Board. Page 46

#### Ferranti affair spreads its net

Yet another victim of the Ferranti affair: Smith New Court, the City securities firm, yesterday announced a substantial loss from a holding in Ferranti shares, which plunged when an alleged fraud came to light. However, Smith said its trading performance had otherwise been sound in the six months to late October. Page 31

#### So far so good

UK property development group Speybank took advantage of the recent strength of the market to lift net assets by 36 per cent and pre-tax profits by 34 per cent. But chairman Trevor Osborne (left) noted that high interest rates have led to a reduction in business activity and might translate to a lowering of tenant demand in some areas. Paul Chesworth reports. Page 30

#### Not all that it seems

Interpublic looks like the model of a modern, communications company. Yet in many ways the New York-based group is the opposite of everything such a company is expected to be. At a time when the stock markets have gasped at the adventures and misadventures of its noisier competitors, Interpublic has concentrated on more mundane matters, like tightening controls and strengthening its balance sheet. Alice Rawsthorn reports. Page 23

#### Market Statistics

Best leading rates	42	London share services	48-41
Banking bid bonds	24	London listed options	28
European options each	42	London tradit. options	28
FT-A indices	28	Money markets	42
FT-A world indices	48	New int. bond issues	28
FT int. bond services	22	World commodity prices	34
British Equities	42	World stock mkt indices	48
Foreign exchanges	42	UK dividends announced	28
London recent issues	28	Unit trusts	38-39

#### Companies in this section

Anglia Secur. Horries	28	Holzmann	23
Associated Paper	31	Hoskyns	30
Authority Inve.	31	Hunter/Sargh	31
Australian	31	Johansen/Firth Brown	31
BIP Gold	22	Koor	22
Bull (AII)	32	Lee (Arthur)	32
Banco Bilbao Vizcaya	23	Legal & General	30
Boothwoods	32	Lowndes Queensway	28
Britishrock	32	Matra	22
British Gas	30	Mesa Limited Partner	22
Campeau	22	Oceonics	32
Catalane de Gas	22	Polygram	22
Charterhouse	31	Provident Financial	30
City Site Estates	32	R.H. Macy	22
Commercial Union	32	Roumanin (Walter)	28
Compass	30	Silentsight	28
Connaught Bioscience	22	Singapore Airlines	31
Cray Electronics	31	Smith New Court	31
Degussa	22	Snie-BPD	22
Electra Inv Trust	22	Speybank	30
Environ	22	Stobart Brewery	22
Evo	22	Swissair	22
Everglo Int'l	22	Teltec	28
Fininvest	22	Thornton (GW) Hidge	32
Fine Art Devs	22	Tinsley (Eliza)	32
Firth (GMA)	22	UK Land	31
GEC Marconi	22	United Tote	28
Gold Greenlees Trot	22	Watson & Philip	32
Guinness	28	Wemyss	28
		Yellowhammer	28

#### Chief price changes yesterday

FRANKFURT (DM)		Geneva		630	+ 24
Alcoa	588	+ 6	Paribas	692	+ 14
Bochum	750	+ 7.5	Sand	1068	+ 29
Bois	524	+ 8.5	Swiss		
BNP	980	+ 15	BBN	743	+ 12
Deutsche	780	+ 17	Hansa	1388	+ 22
Volvo	493.5	+ 5.5			
LONDON (Pence)		TOKYO (Yen)			
Alcoa	35	+ 1	Open Mining	1230	+ 200
Dayton Hudson	80.5	+ 1.5	Ryan Intl.	1100	+ 108
Gen. Motors	43.5	+ 1.5	Tokai Home	2950	+ 280
IBM	85.5	+ 1.5	Tokai Home	1450	+ 140
Parry (A.C.)	71.5	+ 1.5	Yamaha	1200	+ 160
UK Land	185.5	+ 1.5	Yamaha	1510	+ 100

#### New York prices at 12.30

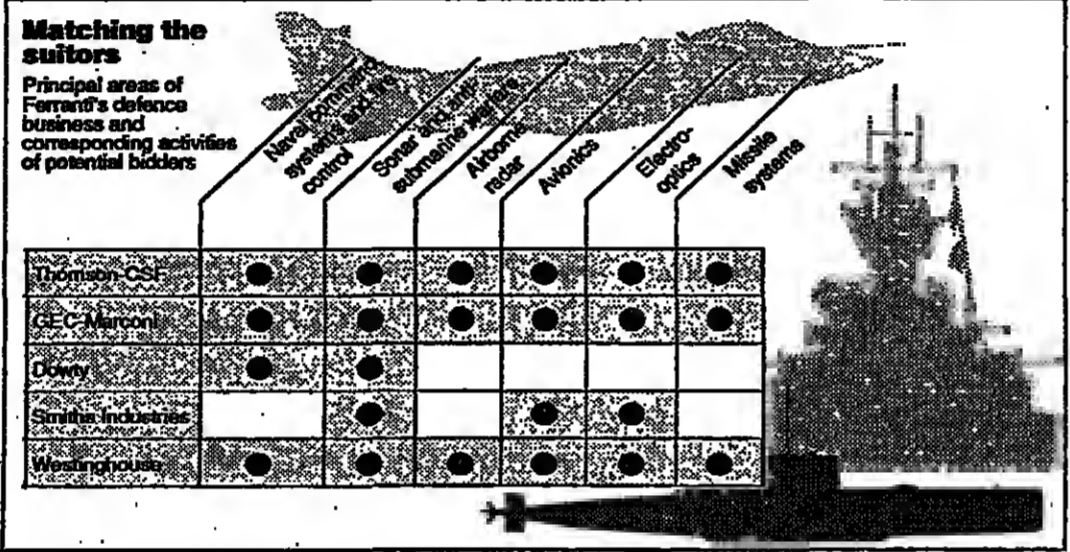
LONDON (Pence)		Paris		331	+ 10
Alcoa	227	+ 4	Geo	307	+ 15
Bois	570	+ 4	Hankel 500	697	+ 4
Bois	595	+ 9	Int'l	1130	+ 7
Carbo Comm.	850	+ 11	Lead Ind.	632	+ 11
Compass	358	+ 5	Mid. Telecom	65	+ 8
Deutsche	315	+ 5	Reuter	1044	+ 44
North (C.S.)	528	+ 8	Shell Trans	478	+ 15
Parry (A.C.)	318	+ 11	Shell Trans	568	+ 10
Procter & Gamble	372	+ 10	Yellowhammer	85	+ 58
UK Land	478	+ 10			
Western Union	610	+ 10			

## Swissair and SIA in co-operation pact

By John Wicks in Zurich and Paul Betts in London

SWISSAIR yesterday signed a long-term co-operation pact with Singapore Airlines (SIA) which is expected to lead to an exchange of equity between the two airlines. Both Swissair and SIA have already reached independent co-operation and share-swapping deals with Delta in the past year. In both cases, the equity deals involve a 5 per cent share swap. Swissair also announced last September plans to co-operate with SAS, the Scandinavian airline. This, too, is intended to lead to an exchange of between 5 per cent and 10 per cent of shares. The Swiss company also holds 8 per cent of Austrian Airlines and it is planned to increase this stake further. Mr Lim Chin Beng, SIA's deputy chairman, said the alliance between SIA, Swissair and Delta would result in a combined network covering all continents, with a total of 227 destinations in 64 countries. While Swissair and Delta are working to develop North Atlantic traffic, SIA will co-operate with Swissair on routes between

Europe and South-East Asia and with Delta on trans-Pacific routes. Although Swissair is working to expand links with SAS in Europe and elsewhere, Mr Lim said there would be no direct co-operation agreement between SIA and SAS and consequently no corresponding share swap. Mr Armin Baltensweiler, chairman of Swissair, said his airline was holding informal talks with Delta on possible co-operation in the hotel sector. The Nestlé group recently announced it was giving up its 50 per cent stake in the Swissotel joint venture with Swissair. The SIA-Swissair agreement envisages co-operation in a wide range of marketing sectors. Among the areas are daily services between Zurich and Singapore by both carriers by 1993, sharing of airport terminals and check-in facilities, the joint purchasing of goods and services, engineering, cargo co-operation and special through fares.



## Where attack is the best form of defence

David White examines possible bidders for Ferranti in the wake of Daimler's withdrawal from the contest

One more option for the future of Ferranti International Signal, the financially crippled electronics group, vanished this week with the withdrawal of West Germany's Daimler-Benz from the bidding. Now the question for Europe's rapidly shifting defence industry is not merely who might take Ferranti over, but how.

It is becoming clear the companies cited as potential bidders, or partners in bids, are not approaching Ferranti with a view to diversification. Instead, the motives would be to strengthen their grip in defence electronics, where they are already dug in. Whether they plan to exploit Ferranti's technology in its areas of expertise, or to narrow competition in the sector, is open to question. Interest focuses on avionics and airborne radar - where Ferranti's future is now at stake in a bid by the bank of Philips defence interests, due to take effect early next year, has buttressed its strength in several key areas, notably in shipboard combat systems. Although Ferranti has received setbacks in this sector, almost all Royal Navy control systems are Ferranti. The two companies have a full range of capabilities in sonar and coincide in other areas, too, including simulators and electro-optical, laser, aerial weapons and space systems. Daimler-Benz, Ferranti's own favoured partner for a rescue, has now followed BAE in withdrawing from the list of contenders.

With defence activities re-arranged around its takeover of the aerospace space company Messerschmitt-Bölkow-Blohm, Daimler-Benz also overlaps with Ferranti in aircraft systems. Its newly-renamed defence electronics arm Telefunken System Technik has been trying to build an independent capability in airborne radar. A licensee of Hughes of the US, it leads the rival bid to Ferranti's for the EFA nose radar. It is active, too, in cockpit displays and electronic warfare, while MBB shares some of Ferranti's interests in missiles and space systems.

The Daimler-Benz group also now has a range of naval activities through both Telefunken and MBB, some of which coincide with Ferranti's sphere of operation. However, one of the conditions imposed by the West German Government for the takeover of MBB was that Daimler should withdraw from the naval sector in West Germany within the next two years. Among British companies, GEC-Marconi is a head-on competitor in airborne radar and avionics, with a naval side greatly

strengthened by the absorption of former Plessey activities - notably Avionics, other anti-submarine warfare systems. However, its approach to Ferranti is tempered by its experience of MoD intervention in the Plessey takeover. GEC and Siemens had to remodel their joint bid for Plessey to avoid competition difficulties and overcome further objections before gaining approval.

GEC is thought unlikely to enter the battle again by proposing to absorb Ferranti's naval activities. It would certainly be interested in airborne radar. Takeover of Ferranti's interests would create an effective UK monopoly, but it could be argued there are not enough fighter projects to maintain more than one major British company in the field. How much further GEC's appetite might go as a result of the takeover of Ferranti from new submarine and frigate command systems, but Ferranti still has bigger business in this area. Dowty is also a competitor in sonar and other underwater systems. Smiths Industries is the UK's leading avionics company, and at least three of Ferranti's aircraft-related activities would be of evident interest to it - cockpit displays, including "head-up" systems, navigation systems, in which they have developed different technologies; and product support. Smiths is also active in avionics, but in different areas from Ferranti's.

Among several large US companies cited as potential rescuers, Westinghouse is active across most of the range and a big force in airborne radar. It could also bring in a capability in torpedoes. The British MoD wants someone to compete in torpedo manufacture with GEC-Marconi. The US company, which has also had talks over Philips' British defence subsidiary MEL, has been looking for some time for a UK foothold.

## Matra and GEC form space venture

By George Graham in Paris

MATRA, the French electronics group, is to merge its space activities with those of GEC Marconi of the UK to create a large European group in the field of satellite and space equipment. The two companies yesterday signed an agreement to combine Matra Espace, a newly created subsidiary of the Matra group, with Marconi Space Systems in a company to be called Matra Marconi Espace. Matra will have 51 per cent of the new company, and GEC Marconi 49 per cent, but GEC will retain 1 per cent directly in Marconi Space Systems. The two groups hope later to add to the joint venture the space activities of Daimler-Benz, the West German group which recently acquired the aerospace company MBB. Mr Jean-Luc Lagardère, Matra's chairman, said yesterday that he hoped a similar co-operation agreement could be reached soon in the field of defence activities. This would probably involve Matra, GEC and Daimler exchanging shareholdings of around 20 per cent at the level of their defence electronics subsidiaries.

## BTR Nylex in complex exercise to raise A\$660m

By Clare Pearson in London

BTR NYLEX, the rapidly-expanding Australian industrial group, is carrying out a A\$660m (\$507m) capital-raising exercise partly funded by BTR, the UK conglomerate which owns 64 per cent of its shares. The exercise was seen by analysts as signalling that Nylex wanted to prepare itself for another big acquisitive move. But its UK parent said no such deal was imminent. Mr Christopher Bull, finance director, said: "The proceeds are not being earmarked for any particular project. Nylex wanted to take advantage of favourable market conditions." The deal marks the third big fund-raising exercise by BTR Nylex, which enjoys an enthusiastic following on the Australian stock market, in about 18 months. The complex fund-raising announced yesterday consists of a private placement with institutions of A\$210m worth of convertible preference shares and the sale to BTR Australia, the wholly-owned subsidiary of BTR in the UK, of A\$450m-worth of subordinated loan notes, which will

count as part of Nylex's capital base. BTR, which last week announced it was pursuing plans to float off its US activities, is not loosening its holding on Nylex through the outside issue of convertible preference shares. Options to convert into ordinary shares in Nylex have been attached to the notes. This is so that any dilution of BTR's 64 per cent stake through investors converting the preference shares can be almost exactly offset. Just over a year ago, Nylex raised A\$30m in convertible loan notes, of which the parent company took up a substantial portion, to part fund its A\$748m purchase of Feltrax, the New Zealand carpets, textiles and furniture producer. This followed hard on the heels of a one-for-two rights issue launched in April raising A\$760m to help fund the purchase of ACI International, an Australian glass and packaging group. BTR's plans to float its US operations are seen as a mark of keenness to repeat the success of the partial sale flotation of Nylex. Lex, Page 20

## Allied-Lyons puts 43 hotels up for sale

By Philip Rawsthorn in London

ALLIED-LYONS, the UK foods and drink group, is to put its Embassy Hotels chain up for sale. The 43 hotels are expected to fetch between £275m (\$437m) and £300m. The announcement yesterday raised speculation in the City about possible links between the move and Allied's bid for the £500m wines and spirits division of Whitbread, the UK brewer and retailer. Allied, which recently made an agreed £507m offer for the US Dinkler-Domits chain, is considered to be one of the main contenders for the Whitbread operation along with Seagram, the US drinks group. However, Mr Richard Martin, Allied's chief executive, said the Embassy disposal was the result of an extensive review of the company's strategy aimed at identifying those businesses which it intended to develop in the future. "We have concluded that Embassy, although an excellent business, does not meet this criterion. As part of its preparations for the more competitive climate arising from the Monopolies and

Mergers Commission inquiry into the UK brewing industry, Allied has already put up for sale its Normand motor distribution business. It is now considering the future of its J Lyons catering division. Embassy's hotels, comprising some 3,200 bedrooms, include two in London, others in cities from Edinburgh to Leicester, and a number of country hotels with leisure facilities. Most are freehold properties. Operating profits of the chain have been estimated at between £7m and £10m. Allied, which recently reported half-year pre-tax profits of £260m, up 13.5 per cent, is focusing on the expansion of its beer and retailing, and wines and spirits divisions. So far it has given no indication of what it intends to do to meet post-MMC legislation on the brewing industry. It may have to yield control over some 2,350 of its "tied" pubs. It has been concentrating for the past year on the development of its Hiram Walker-Allied Vintners wines and spirits operations, buying Chateau Latour from Pearson.

**The maximum writing down allowance on an asset is 25% each year, right? Wrong.**

At RoyScot Corporate Leasing we're not inclined to take accepted wisdom unchallenged.

When it comes to writing down allowances many companies aren't aware of their rights.

With many assets, you could still be waiting to get tax relief long after they cease to be useful to you.

But items which can be defined as short life assets may be treated differently. Their entire cost can be deducted from your tax bill less any writing down allowances already claimed, at the time you dispose of them.

So you get the whole tax benefit much sooner.

But what criteria determine whether an asset is eligible?

Unsurprisingly, it's an area in which we have considerable expertise. And we'll be only too pleased to share it with you.

Incidentally, if you have insufficient tax capacity, you can use ours, courtesy of The Royal Bank of Scotland Group profits. Which is why we specialise in asset acquisitions, particularly plant and equipment, over £1m.

It's our aim to use ingenuity, in order to make the lease fit the business need (not the other way round).

After all, that's the way we get our repeat business. (Something we've had our share of over the last two decades.)

But before we can establish a working relationship to cover your future acquisition needs, we have to understand your current ones.

Tom Carr at our head office on 0242 224455 or Bill Lowe at our London office on 01-623 4356 are the people to speak to.

And they'll promptly arrange a free quote for you.

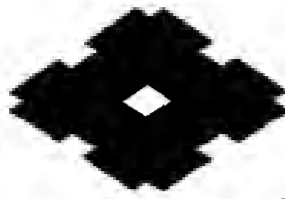
Written down of course.

**RoyScot Corporate Leasing**

IT'S OUR BUSINESS TO HELP YOUR BUSINESS GROW.

Royal Bank Leasing Limited. Registered in Scotland No. 58013.  
A member of The Royal Bank of Scotland Group.





### Sumitomo Trust Interim results to 30th September 1989

	Millions of Yen 6 months ended 30th September 1989	Millions of Yen 6 months ended 30th September 1988	Millions of Yen Year ended 31st March 1989
Income before Income Taxes	¥ 83,878	¥ 79,768	¥ 156,664
Net Income	40,143	37,764	73,584
Total Assets in Banking Accounts	18,002,176	14,075,709	16,593,915
Total Assets in Trust Accounts	30,768,916	26,406,942	27,740,572
Interim Dividend	¥ 4.25 per share	¥ 3.75 per share	¥ 8.00 per share (Annual Total)

#### Principal Developments for the Period

- Steady and continued growth
- Opening of new Representative Offices in Chicago and Paris
- Listing on The London Stock Exchange
- Mr Hayasaki elected President

Interim Financial Statements for the 6 months ended 30th September, 1989 will be available upon request from December 31st 1989. Please direct enquiries to the address below.

Sumitomo Trust & Banking Co., Ltd.  
London Branch  
62/63 Threadneedle Street, London EC2R 8BR.  
Telephone: 01-628 5621/9 Fax: 01-588 1601

## Mérieux completes takeover of Connaught

By Robert Gibbens in Montreal

INSTITUT MERIEUX, the Rhône-Poulenc subsidiary, has moved swiftly to seal the takeover of Connaught BioSciences, Canada's largest biotech company.

Mérieux which says it holds 89.38 per cent of the stock won the protracted battle for Connaught after Switzerland's Ciba-Geigy dropped out.

Mr Jacques Martin, managing director of Mérieux, said the two companies would together become the world's largest vaccine-maker. They will have an annual research budget of \$200m (US\$238.8m).

A committee will be set up immediately by both companies to rationalise research programmes.

Mérieux's US sales operations will be merged with Connaught's US arm, and Mérieux will help Connaught overcome production problems at its Toronto plant.

Mr Brian Mulroney, Canada's Prime Minister, weathered a storm of protest in the House of Commons in Ottawa on Wednesday, when opposition parties claimed the deal was "a sell-out to a foreign government." Rhône-Poulenc is indirectly controlled by the French Government.

Mérieux's C\$37 a share bid valued Connaught at C\$948m, though it already held well over 10 per cent of the stock. With 99.86 per cent of Connaught committed by expiry of its bid early on Thursday, it can now use Canadian law to force in the balance.

Connaught's management has supported the French company's offer since the first bid was made in mid-1988.

## Mesa LP to suspend dividends

By Roderick Oram in New York

MESA Limited Partnership, the energy company controlled by Mr T. Boone Pickens, the Texas corporate raider, is to suspend common dividends because of insufficient cash flow from its natural gas business.

The last quarterly payment of 37.5 cents per common partnership unit will be made on February 15 although preferred units will continue to receive the same 37.5 cents dividend, the company said yesterday.

Mr Pickens had turned his main company into a limited partnership in December 1985 because of tax benefits. The new structure gave shareholders \$9.8m on \$122.5m a year earlier. He maintained Mesa LP's original dividend of \$2 per year per common or preferred unit until this summer when he cut it to \$1.50. Analysts had expected a further cut but not a halt.

Mr Pickens said dividends will resume when gas prices allow. "This is a fairly positive move," said Mr David Bradshaw, a Faine Webber analyst. "It will help preserve the integrity of the company."

To further improve its finances, Mesa said it would spin off some of its royalty interests in the Hogston gas field in Kansas into a separate trust.

It hopes to raise some \$300m early next year in a public offering for the trust.

Proceeds will be used to pay-down some of Mesa's debt. Mesa has more than 1,000,000 cu ft of long-life reserves in Hogston, the largest natural gas field in the US.

Mr Pickens' moves come just as the natural gas market has begun to improve. Not only

has supply and demand swung back into better balance, but prices are rising sharply with the early onset of unseasonably cold weather.

Spot prices have risen some 28 cents to \$1.93 per mcf over the past three weeks, said Mr Paul Kukulski, an analyst at Cowen & Co. He estimates Mesa will have realised an average price of only \$1.75 per mcf this year, a level which generates minimal free cash flow.

But every 10 cents rise in gas prices that level will generate some \$16.5m in cash flow equal to 20 cents per common unit.

He is forecasting the payout will total 75 cents next year and \$1.50 in 1991.

"Mesa is now in a sound financial state. It has stemmed the erosion of its cash flow."

## Gloom in US stores sector deepens

By Anatole Kaletsky in New York

REPORTS of deepening financial troubles at Campean Corporation, as well as the announcement of bigger than expected losses by R.H. Macy, the big New York based department store chain, sent retailing shares moderately lower on Wall Street yesterday.

However, there was little impact on the junk bond market, where analysts said they had long since discounted the European empire's possible collapse.

Macy said it lost \$33.1m on sales of \$1.7bn in its first fiscal quarter, ended October 26, compared with a loss of \$19m on sales of \$1.62bn a year earlier.

Mr Edward Finkelstein, the company's president, described the current retailing climate as

"chaotic" and said he was "somewhat disappointed" by the quarter's results.

He attributed the retailing sector's poor profitability to the aggressive discounting by other store chains, most prominently Campean.

Campean, a Toronto-based real estate group which paid over \$10bn in two highly leveraged takeovers for the Federated and Allied Department store chains, said in a filing deposited with the Securities and Exchange Commission on Tuesday that its retailing units might be forced to seek bankruptcy protection next year in the event of a disappointing Christmas sales period.

The SEC filing made little impression on the junk bond market, where Allied and Fed-

erated securities had long been trading at or below bankruptcy levels.

Allied's most widely traded junk bonds, the 11 1/2 per cent debentures redeemable in 1997, were quoted yesterday at 18 cents on the dollar, while Federated 16 per cent bonds were quoted at around 28 cents.

These prices were essentially unchanged since late November and there was little or no liquidity in the market, Mr Kingman Pennington, senior junk bond analyst at MCM Securities, said.

However, Campean's common stock fell 25 per cent to \$3 on the over the counter market in Toronto on Wednesday and prominent reports about Campean's problems in the New York press served to unnerve

the retailing sector further yesterday morning.

At lunchtime most specialty retailing shares were down significantly, against the backdrop of a generally declining stockmarket. The Gap stores fell 4 1/2 to \$48 1/2 and Limited was 5 1/2 down at \$31 1/2.

Macy's securities also suffered reverses in the junk bond trading sector in general. The Macy 14 1/2 per cent bonds of 1996 were quoted at 97 1/2 to 98 1/2, down from around 100 early this week.

## Bell receivership 'now in doubt'

BOND Corporation has said it believes Australia's corporate watchdog, the National Companies and Securities Commission, does not want a receiver appointed to Bell Resources, Reuter reports.

In a statement Bond said: "The company believes, as a result of discussions held with the National Companies and Securities Commission today, that the commission has no present interest in seeking the appointment of a receiver to Bell Resources."

NCSC officials were not available for comment.

The NCSC intervened in a deal between Bell Resources' 58 per cent owner, Bond Corpo-

ration Holdings and its 19.9 per cent owner, The Adelaide Steamship Company, on board seats in Bell.

Adsteam began an action seeking receivership last Friday, but abandoned it after striking the deal with Bond.

However, the Western Australian Supreme Court agreed to being to case back to a court the NCSC's application, a move Adsteam and Bell Resources have said they will appeal.

The court has adjourned the case indefinitely until a judge is free to hear it.

Bond said that NCSC concern about the board appointments had been linked with

the receivership, producing confusion.

"That confusion has resulted in what the company understands to be the erroneous conclusion that the commission wishes to see the appointment of a receiver to Bell Resources," Bond added.

Mr John Spalvine, Adsteam managing director, has said his company launched its action as a way of forcing Bond to give his group seats on the Bell board.

It had expected if the court agreed that receivership was warranted it would also agree to a less drastic result - changing the composition of the board.

## BHP Gold rises 29% to A\$9.71m halfway

By Kenneth Gooding, Mining Correspondent

BHP GOLD, which has interests in Australia's largest gold mines, Boddington and Telfer, increased output in the half-year to November 30 enough to offset a substantial fall in the average price of gold.

Net profit rose by 29 per cent from A\$7,529m (US\$6,919m) in the first half of last year to A\$9,711m.

Earnings per share increased from 80 cents to A\$1, but the company, 53.7 per cent owned by Broken Hill Proprietary, Australia's largest company, is still not paying a dividend, preferring to allocate funds to exploration and development.

Gold production in the half-year increased by 30,886 troy ounces to 147,455 ounces. The company says that, in spite of production problems at the Telfer gold mine (80 per cent owned), it still expects to produce 300,000 ounces in the full year, a target set when BHP Gold was floated in 1987.

The average price received for gold in the half-year dropped from A\$609 an ounce to A\$532. The average production cost per ounce eased back from A\$532 to A\$328.

BHP Gold cut exploration spending in the six months from A\$10.57m to A\$8.6m, after a decision to reduce the budget to a more sustainable level in difficult economic times.

Total forward sales of gold were steadily increased in the August quarter, in line with current strategy to cover about a quarter of proved and probable reserves, or about 300,000 ounces, the company said.

Consolidated Rail, the US railway company, is to reduce its management and administrative non-union workforce by 450, or about 12 per cent, which will result in a pre-tax charge against fourth quarter earnings of \$70m to \$80m when combined with other related restructuring expenses.

## Bond sells St Moritz Hotel to FAI

BOND Corporation has agreed to sell the St Moritz Hotel in New York City to FAI Insurance of Australia for US\$175m, Reuter reports.

FAI, the general insurance group, formerly run by the late Mr Larry Adler and now headed by his son Rodney, lent \$15m of the \$180m Bond paid for the 35-storey hotel when it bought it from US property developer Mr Donald Trump in late 1988.

Mr Rodney Adler, FAI chief

executive, said in May that the hotel itself was security for the loan, and that it was valued at \$310m.

Mr Adler said last week that FAI Insurance's exposure to Bond Corporation stood at about \$527m - in fully secured and cross collateralised loans.

He added that unless Bond were forced into a fire sale of the assets backing the loans, including the St Moritz and local assets, FAI should get

most, if not all, of its money back.

FAI said its purchase of the St Moritz from Bond would cut its net exposure to the corporation by about \$225m, to just above \$300m.

Mr Adler said FAI was satisfied it was adequately secured on its Bond exposure.

He added "FAI has reason to believe substantial reductions will continue to be made to the level of this indebtedness in the short term."

## Evergo bids for 42% stake in Chinese Estates

EVERGO International Holdings, a key component in the Lau brothers financial empire, yesterday unveiled a bid of HK\$32m (US\$41m) for the 42 per cent it does not already control of Chinese Estates Holdings.

The proposal, which offers a premium of 12 per cent above the value of Chinese Estates's closing share price on Wednesday, was presented as a move to consolidate Evergo's investments in real estate and China Entertainment and Land Investment Holdings, a stock trading and property group.

Evergo is offering HK\$2.50 a share for the Chinese Estates property group, up from its previous close of HK\$2.225.

One analyst expressed strong disappointment at the size of the offer. He estimated Chinese Estates was worth close to HK\$5.22m (US\$6.7m) due to its holdings in three Hong Kong office centres and its controlling stake in China Entertainment and Land Investment

## Foreign creditors defer writing off Koor debt

By Hugh Carnegie in Jerusalem

THE FOREIGN creditors of Koor Industries, the struggling trade-union owned Israeli group, have deferred compliance with demands by the company for a \$125m write-off to rescue it from crippling debts.

Instead they are proposing to formulate an alternative recovery plan.

A preliminary discussion of Koor's latest plight in London this week between the company's foreign and Israeli creditors showed a general desire not to allow the demise of Koor, Israel's biggest industrial group with interests from food to defence electronics.

But the group of foreign banks, led by Manufacturers Hanover of New York, rejected Koor's position that its obligations on its \$950m debts - some 15 per cent of it held by the foreign banks - can only be met if foreign and Israeli banks share a write-off to bridge cash flow shortfalls over the next five years.

The foreign banks are to draw up their own recovery proposal to be submitted to their Israeli counterparts next month. It will demand that the Israeli Government and Koor's shareholder, the Histadrut trade union federation, play a part in straightening out the group, which has warned of heavy losses again this year.

It will also require holders of bonds issued by Koor to participate in any easing of debt terms as well as proposing tough cost cutting measures within the group.

Koor claims to have carried out savings improvements in efficiency since it first lurched into crisis 18 months ago, prompting a liquidation suit from Bankers Trust of New York.

But big losses in Tadiran, its main subsidiary, led it up for sale, swept away an initial hard-won restructuring agreement which included write-offs of \$100m by the Israeli banks.

All of these securities having been sold, this advertisement appears as a matter of record only.

NEW ISSUE December, 1989

4,500,000 Shares

## The Germany Fund, Inc.

Common Stock

Deutsche Bank Capital Corporation  
PaineWebber Incorporated  
Nomura Securities International, Inc.

Bear, Stearns & Co. Inc. The First Boston Corporation Donaldson, Lufkin & Jenrette Securities Corporation  
A. G. Edwards & Sons, Inc. Goldman, Sachs & Co. Kidder, Peabody & Co. Incorporated  
Morgan Stanley & Co. Incorporated Prudential-Bache Capital Funding  
Shearson Lehman Hutton Inc. Smith Barney, Harris Upham & Co. Incorporated  
Dean Witter Reynolds Inc. Arnhold and S. Bleichroeder, Inc.  
Advest, Inc. The Chicago Corporation First of Michigan Corporation  
Howard, Weil, Labouisse, Friedrichs Incorporated Ladenburg, Thalmann & Co. Inc.  
Legg Mason Wood Walker Incorporated McDonald & Company Securities, Inc. Piper, Jaffray & Hopwood Incorporated  
Rotan Mosle Inc. Stephens Inc. Sifel, Nicolaus & Company Incorporated Sutro & Co. Incorporated

**The Dai-ichi Kangyo Bank, Limited**  
(Incorporated with limited liability in Japan)  
US \$ 300,000,000  
3 1/2 per cent Convertible Bonds Due 2004

Notice is hereby given that The Dai-ichi Kangyo Bank, Limited (the "Bank") issued 70,000,000 new shares of common stock of the Bank on 15th December, 1989 by way of a public offering in Japan.

As a result of the public offering, the Conversion Price of the Bonds (currently Yen3,486.00) has been adjusted, in accordance with Condition 4 of the Terms and Conditions of the Bonds, to Yen 3,479.40, with effect from 15th December, 1989.

THE DA-ICHI KANGYO BANK, LIMITED  
Dated 15th December, 1989

**The Dai-ichi Kangyo Bank, Limited**  
(Incorporated with limited liability in Japan)  
US \$ 100,000,000  
2 1/2 per cent Convertible Bonds Due 2001

Notice is hereby given that The Dai-ichi Kangyo Bank, Limited (the "Bank") issued 70,000,000 new shares of common stock of the Bank on 15th December, 1989 by way of a public offering in Japan.

As a result of the public offering, the Conversion Price of the Bonds (currently Yen1,442.70) has been adjusted, in accordance with Condition 4 of the Terms and Conditions of the Bonds, to Yen 1,439.60, with effect from 15th December, 1989.

THE DA-ICHI KANGYO BANK, LIMITED  
Dated 15th December, 1989

**Bankers Trust**  
New York Corporation  
U.S. \$300,000,000

**Floating Rate Subordinated Notes due 2000**

For the three months 13th December, 1989 to 13th March, 1990 the Notes will carry an interest rate of 8 1/2% per annum and interest payable on the relevant interest payment date 13th March, 1990 will be U.S. \$214.06 per U.S. \$10,000 Note and U.S. \$5,351.56 per U.S. \$250,000 Note.

Bankers Trust Company, London Agent Bank

**The Bear Stearns Companies Inc**  
(A corporation organized under the laws of the State of Delaware, USA)

U.S. \$200,000,000  
Floating Rate Notes due 1994

For the three month period 13th December, 1989 to 13th March, 1990 the Notes will carry an interest rate of 8 1/2% per annum with an interest amount of U.S. \$217.19 per U.S. \$10,000 Note payable on 13th March, 1990.

Bankers Trust Company, London Agent Bank

**LIVES YOU LIMITED**  
(Incorporated with limited liability in the Cayman Islands)

Secured Floating Rate Notes due 1995

Interest Rate 8.5000%, Interest Period December 15, 1989 to June 15, 1990  
Interest Payable per US\$100,000 Note US\$8.50

December 15, 1989, London  
By Citibank, N.A., (CIB) Dept., Agent Bank



INTERNATIONAL COMPANIES AND FINANCE

# Holzmann plans rights issue to raise DM338m

By Haig Simonian in Frankfurt

PHILIPP HOLZMANN, the big West German builder, in which shares have risen sharply on construction euphoria following the political changes in the German Democratic Republic, is launching a one-for-four rights issue to raise DM338m (\$194.26m).

The new shares will be issued next month at DM80 each, against a closing price in Frankfurt of DM1,064 yesterday, down from DM1,140 on Wednesday.

The company says it expects group revenue to reach around DM7.5bn this year, about DM1bn of which is attributable to new acquisitions. Revenue in 1988 amounted to DM5.8bn. While not making any precise profits forecasts, earnings this year are likely to be well

ahead of the DM30.4m made before tax in 1988, it implied.

Holzmann last month bought a 40 per cent stake in Nord-France, a French builder, based in Paris. The company, which employs about 2,700, has been making losses in recent years, although it is now experiencing a recovery.

Holzmann said the new funds would be used to extend its presence in neighbouring European Community markets and to strengthen its role in higher margin sectors, such as energy and environmental technology, where it has been trying to become more active.

Holzmann aims to provide solutions to problems of waste management and ground clearance, it added. To this end, it is buying a 25.1 per cent share in

Kurt Lissner/Umweltschutz Nord, which specialises in industrial waste management. The company has developed a leading role in using micro-biological techniques to tackle environmentally hazardous or polluted earth.

Meanwhile, Holzmann is selling 25.1 per cent of Steinmüller, an engineering company specialising in environmental technology, which it bought at the beginning of this year.

The buyer is VEW, the big German utility, with which Steinmüller & Co. has a close business relationship. Holzmann will retain a 71.9 per cent holding in the group, it said.

# Toledo succession triggers board row

By Tom Burns in Madrid

THE STRAINS OF the merger process which brought Banco de Bilbao and Banco de Vizcaya together last year to create Banco Bilbao Vizcaya (BBV), Spain's largest bank, surfaced yesterday when the BBV board met to appoint a successor to Mr Pedro Toledo, the former Vizcaya president, who died on Tuesday.

A statement issued by the former board members of Banco de Vizcaya, saying that Mr Alfredo Saenz, BBV's managing director, a one-time protégé of Mr Toledo, had been appointed co-chairman, was overruled hours later by BBV's press department saying no decision had been taken.

Yesterday lunchtime the BBV board met to review Mr Saenz's candidacy and remained locked in discussions late into the evening.

Mr Saenz, 45, was one of Mr Toledo's most trusted lieutenants and it was Mr Toledo himself who engineered his elevation last year to director of the merged bank. At the time, the appointment sparked a battle among the Bilbao and the Vizcaya factions in BBV.

The confusion and irritation which has surrounded the succession of Mr Toledo has highlighted far more sharply the continuing susceptibilities and rivalries among the top executives of the former two banks.

Under the guidelines of the merger agreement BBV is to have two co-chairmen over a four year period - Mr Toledo presided over BBV together with Bilbao's former president Mr Jose Angel Sanchez Asialain - and the former boards of both Bilbao and Vizcaya are empowered during this period unilaterally to substitute the co-chairman representing them.

The Bilbao arm of the BBV, however, resented the speed with which the former Vizcaya directors moved to substitute Mr Toledo and they were angered, in particular, that Mr Sanchez Asialain first learnt about Mr Saenz's nomination in the statement issued by the former Vizcaya board.

# Communicator with a quiet touch

Alice Rawsthorn listens to the hushed tones of Interpublic

From its headquarters high on the 44th floor of the Time and Life Building in Manhattan, Interpublic looks like the model of a modern communications company. The walls are crammed with contemporary art. The earthy shades of a Sol Le Witt mural stand alongside the crushed car doors of a John Chamberlain sculpture. The windows look across the top of the Empire State Building, over to the East River on one side and the Hudson on the other.

Yet in many ways Interpublic is the opposite of everything a communications company is expected to be. At a time when the stock markets have gawped at the adventures and misadventures of its noisier competitors, like Saatchi & Saatchi of the UK, Interpublic has concentrated on more mundane matters, like tightening controls and strengthening its balance sheet.

From time to time it has played a part in the dramatic deals that have transformed international advertising in the 1980s. This year it staged an unsuccessful attempt to snatch Ogilvy & Mather away from the UK's WPP Group. But, by and large, it has stuck to smaller, strategic deals.

"We do make acquisitions, in fact we buy 17 or 18 businesses every year. It is just that we do not make a lot of noise about them," said Mr Philip Geier, the former advertising agency account manager who now returns Interpublic as chairman and chief executive from New York.

Interpublic is established as one of the most powerful players in international advertising, with its wholly-owned networks, McCann-Erickson and Lintas Worldwide, both based in the US, and a minority holding in the Lowe Group of the

## TOP INTERNATIONAL ADVERTISING AGENCIES IN 1988

	Gross Income (\$m)
1. Dentsu	1,229
2. Young & Rubicam	758
3. Saatchi & Saatchi	740
4. BBDO Worldwide	620
5. McCann-Erickson*	607
6. FCB-Publicis	553
7. Ogilvy & Mather	535
8. BBDO Worldwide	526
9. J. Walter Thompson	526
10. Lintas Worldwide	526

\*Owned by Interpublic. Source: Advertising Age

## INTERPUBLIC

	Gross Income (\$m)	Earnings per share (\$)
1984	644	1.51
1985	691	1.67
1986	814	1.87
1987	971	2.25
1988	1,192	2.72

Source: Interpublic

multinational advertisers - like Coca-Cola and Nestle - into new markets. McCann is the world's fifth largest advertising agency with billings of about \$4.7bn. It is seen as extraordinarily efficient, but has never quite succeeded in dispelling its full reputation.

Two years ago Interpublic strengthened its second network by merging SSCB-Lintas in New York with Campbell-Ewald in Detroit. Lintas is now the tenth biggest international agency with billings of \$8m.

Interpublic is still strengthening both networks. Last year Lintas acquired Muir Cornelius Moore, a New York sales promotion consultancy which gave it an entrée to IBM. It has also bought Still Price Court D'Souza, a creative London agency, in an attempt to revitalise its UK agency.

This summer Interpublic relinquished its investment in Lowe Marschalk - the US agency it ran as a joint venture with the Lowe Group - in return for increasing its holding in the Lowe Group to 35.7 per cent.

Ms Emma Hill, advertising analyst at Wertheim Schroder in New York, sees Interpublic as: "a very good company, stable and solid with tight controls." Yet the progress of its share price has been depressed by the investment community's disenchantment with the ad industry.

Saatchi's problems and the slowdown in US advertising have taken a toll on the shares of all the other agencies. Interpublic has been buying back its shares. Some analysts suspect that it will return to private ownership.

Interpublic has also been moving into new fields. A few years ago it considered following Saatchi into management consultancy. It analysed 30 possible acquisitions but was deterred by the ad hoc nature of their projects and by the lack of synergy with advertising.

Saatchi has struggled with its consultants and is now trying to sell them.

Instead Interpublic is increasing its marketing interests outside advertising. It already has sales promotion and direct marketing competencies. It has also acquired advertising agencies. It is looking at ways of expanding areas and of liaising with outside consultancies.

Interpublic has also expanded into programme production and sponsorship by buying a stake in Fremantle, one of the leading game show producers, this spring.

Mr Geier sees sales promotion and programme sponsorship as essential extensions to the agencies. "We have to prepare for a future where agencies become the communications point for all areas of marketing, not just advertising," he said.

# Polygram offering nets Fl 1bn

By Laura Raun in Amsterdam

THE INTERNATIONAL offering of shares in Polygram, the recorded music subsidiary of the Dutch-Philips group, raised more than Fl 1bn (\$60.2m) yesterday.

The issue, which was priced on the low end of expectations, was snapped up more eagerly in Europe and Japan than in the US. About 6m shares were allotted to Japan, where Polygram was only the second public offering of a stock not listed in Tokyo. About 14m shares were allotted to the US, where the issue price was \$16, and the

remaining 12m to the rest of the world. In Amsterdam the share price firmed to about Fl 32.50 late yesterday, up Fl 1 from the issue price of Fl 31.50 announced earlier in the day.

Philips is selling 22m shares and Polygram is issuing 11m new ones.

Philips, which previously owned 100 per cent of Polygram, will be left with 80 per cent after the deal. The proceeds will go to each company, to be used largely for acquisitions.

Based on 1990 expected earnings the issue price meant a price-to-earnings ratio of 12-12½, which is considerably below industry levels of around 20.

Philips yesterday announced a reorganisation of its telecommunications and data systems division, dividing it into communications systems and information systems. The move is designed, in part, to help Philips expand the two areas more rapidly through takeovers and joint ventures.

# Degussa rises 18% to record

By Haig Simonian

PRE-TAX group profits at Degussa, the West German precious metals and chemicals concern, rose by almost 18 per cent to a record DM338m (\$194.26m) in the year ended September 1989.

Group sales increased by 5.5 per cent to DM14.86bn, thanks largely to strong business abroad. While domestic turnover rose by just 1.8 per cent to DM3.69bn, sales outside Germany climbed to 6.9 per cent to DM10.66bn. Adjusted for changing precious metals

prices, turnover rose by 11 per cent, the company said.

Degussa warned that capacity constraints and rising costs meant that it would be "no easy task to achieve further improvements to our results" in the current business year.

Despite falling prices for both gold and silver in D-Mark terms, sales at Degussa's precious metals sector increased by 2 per cent to DM3.55bn last year. Boosted by a considerable improvement in the second half of the year, earnings in

the metals business were ahead of the level in the previous financial year, the company said.

In chemicals, sales in 1988-89 rose by 12 per cent to DM4.60bn. Outstanding earnings were somewhat overshadowed by a rise in raw materials costs in the second half, though, Degussa said. Meanwhile, sales in pharmaceutical and dental products rose by 12 per cent to DM1.26bn, with an appreciable improvement in profitability.

# Enimont and Snia to exchange six plants

AN IMPORTANT restructuring in the Italian chemicals and fibres industry was confirmed yesterday when Enimont, the public-private joint venture, and Snia-BPD, controlled by the Fiat Group, signed a letter of intent to exchange six production plants, writes John Wyles.

The agreement, which does

not involve any cash payments, aims at strengthening Enimont's position in European and world markets as a producer of acrylic and polyester fibres and Snia's in polyamides and cellulose acetates, together with nylon fibres and polyesters.

According to Enimont, the company's acquisition of three

Snia plants will raise its share of the European acrylic fibres market from 31 per cent to 38 per cent and of the world market from 10 per cent to 12 per cent. Its share of Europe's polyester fibre market will rise from 13 per cent to 14 per cent.

For its part, Snia, which also gains three plants, will see its share of polyamidic fibres sales

in Europe rise from 9 per cent to 12 per cent. The assets involved in the exchange have a total turnover of more than L900bn (\$885.5m) a year.

The two companies said that the agreement would bring "a net strengthening" of their positions in European and world markets by eliminating overlapping activities.

U.S. \$400,000,000



## The Kingdom of Belgium

Floating Rate Notes Due December 1999

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest has been fixed at 8¼% for the Interest Determination Period 15th December, 1989 to 15th June, 1990. Interest payable on 15th June, 1990 will amount to U.S.\$4,170.83 per U.S.\$100,000 Note.

Agent Bank:  
Morgan Guaranty Trust Company of New York  
London

## GOLD FIELDS OF SOUTH AFRICA LIMITED

(Incorporated in the Republic of South Africa)  
(Registration No. 05/04181/06)

CONVERTIBLE REDEMIBLE CUMULATIVE PREFERENCE SHARES  
DECLARATION OF DIVIDEND

Dividend No. 11 of 145 cents per preference share for the six months ending 31 December 1989 has today been declared in South African currency, payable to preference shareholders registered in the books of the company at the close of business on 29 December 1989.

Warrants dated 31 January 1990 will be posted to preference shareholders on or about 30 January 1990.

Standard conditions relating to the payment of dividends are obtainable at the share transfer offices and the London Office of the company.

Requests for payment of the dividend in South African currency by members on the United Kingdom register must be received by the company on or before 29 December 1989 in accordance with the above-mentioned conditions.

The register of members of the company will be closed from 30 December 1989 to 5 January 1990, inclusive.

By order of the Board  
D. C. Dyles  
Secretary

London Office:  
Greenwich House  
Fleet Street  
London, SW1P 1JH  
14 December 1989

United Kingdom Registrar:  
Baxleys Registers Limited  
15 Abchurch Lane  
London, EC4N 3DF

A MEMBER OF THE GOLD FIELDS GROUP


All these securities having been sold, this announcement appears as a matter of record only.

New Issue

November, 1989

## TOYO MENKA KAISHA, LIMITED

(Kabushiki Kaisha Tomen)



U.S. \$750,000,000

2½ per cent. Guaranteed Notes due 1993

with

### Warrants

to subscribe for shares of common stock of Toyo Menka Kaisha, Limited

The Notes will be unconditionally and irrevocably guaranteed as to payment of principal and interest by

## The Tokai Bank, Limited

(Kabushiki Kaisha Tokai Ginko)

ISSUE PRICE 100 PER CENT.

The Nikko Securities Co., (Europe) Ltd.

Nomura International

Mitsui Finance International Limited

Bank of Tokyo Capital Markets Group

Barclays de Zoete Wedd Limited

BNP Capital Markets Limited

Chau Trust International Limited

Commerzbank Aktiengesellschaft

Daiwa Europe Limited

Robert Fleming & Co. Limited

Kleinwort Benson Limited

Maraman Securities (Europe) Limited

Mitsui Trust International Limited

New Japan Securities Europe Limited

Okasan International (Europe) Limited

Salomon Brothers International Limited

J. Henry Schroder Wagg & Co. Limited

Swiss Volksbank

Tokai International Limited

Bankers Trust International Limited

Baring Brothers & Co., Limited

Cazenove & Co.

Citicorp Investment Bank Limited

Daiwa Bank (Capital Management) Limited

DG BANK Deutsche Genossenschaftsbank

Goldman Sachs International Limited

KOKUSAI Europe Limited

Merrill Lynch International Limited

Morgan Stanley International

Nippon Kangyo Kakumaru (Europe) Limited

Saitama Finance International Limited

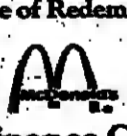
Sanyo International Limited

Société Générale

Wako International (Europe) Limited

Yamaichi International (Europe) Limited

Notice of Redemption



## McDonald's Finance Company N.V.

U.S. \$75,000,000

9¾% Guaranteed Notes due February 8, 1993

NOTICE IS HEREBY GIVEN that in accordance with Clause 7(b) of the Notes, the issuer will redeem all of the outstanding Notes at 100% per cent. of their principal amount on February 8, 1990, when interest on the Notes will cease to accrue.

On and after February 8, 1990, subject to receipt of the required funds by the Agent, repayment of principal will be made upon presentation of the Notes, with all unattached coupons attached, at the offices of any one of the Paying Agents mentioned therein.

Accrued interest due on February 8, 1990 will be paid in the normal manner against presentation of coupon No. 7, on or after February 8, 1990.

Bankers Trust Company, London

Agent Bank

Azopistas del Atlantico  
Concesionaria Espanola S.A.

U.S. \$115,000,000

Guaranteed Floating Rate Notes due 1993

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the next Interest Period has been fixed at 8¼% per annum. The Coupon Amounts will be U.S. \$420.24 in respect of the U.S. \$10,000 denomination and U.S. \$10,506.06 in respect of the U.S. \$250,000 denomination and will be payable on 13th June, 1990 against surrender of Coupon No. 10.

Bankers Trust Company, London

Agent Bank

Notice to Noteholders

Prospect International High Income Portfolio N.V.

Up to U.S. \$82,500,000

Senior Floating Rate Notes due 1992

(of which U.S. \$41,250,000 has been issued)

Notice is hereby given that the Interest Rate for the period from 14th December, 1989 to 14th January, 1990 is 9.125%. The Floating Rate Note Interest Amount payable on 14th January, 1990 is U.S. \$7.85 per U.S. \$1,000.

Bankers Trust Company, London

Agent Bank

Sonatrach

Business Nationale pour la Recherche, la Production, le Transport, la Transformation et la Commercialisation des Hydrocarbures

U.S. \$50,000,000

Guaranteed Floating Rate Notes due 1986 to 1992

For the six months 13th December, 1989 to 13th June, 1990 the Notes will carry an interest rate of 9% per annum.

Listed on the Luxembourg Stock Exchange

Bankers Trust Company, London

Agent Bank

City of Vienna

U.S. \$70,000,000

Floating Rate Secured Notes Due 1988

For the 3 months period 12th December, 1989 to 12th March, 1990 the Notes bear the interest rate of 8.625% per annum. US\$215.63 will be payable on 12th March 1990 per US\$10,000 principal amount of Notes.

Yamaichi International (Europe) Limited, Agent Bank

Morgan Guaranty Trust Company



All of these securities having been sold, this announcement appears as a matter of record only.

New Issue / December, 1989  
Concurrent Worldwide Offering

7,000,000 Shares

# The Turkish Investment Fund, Inc.

Common Stock  
(\$.01 par value)

Price U.S. \$12 Per Share

Morgan Stanley Asset Management Inc.  
and Morgan Stanley Asset Management Limited-Fund's Managers  
TEB Ekonomi Arastirmalari A.S.-Turkish Adviser

Salomon Brothers International Limited—Global Coordinator

This portion of the offering was offered outside the United States and Canada by the undersigned.

3,500,000 Shares

International Finance Corporation Salomon Brothers International Limited  
Merrill Lynch International Limited Deutsche Bank Capital Corporation  
Morgan Stanley International Nomura International

This portion of the offering was offered in the United States by the undersigned.

3,500,000 Shares

International Finance Corporation Salomon Brothers Inc  
Merrill Lynch Capital Markets Deutsche Bank Capital Corporation  
Morgan Stanley & Co. Nomura Securities International, Inc.  
Bear, Stearns & Co. Inc. The First Boston Corporation Alex. Brown & Sons Incorporated  
Donaldson, Lufkin & Jenrette Drexel Burnham Lambert Goldman, Sachs & Co.  
Hambrecht & Quist Lazard Freres & Co.  
PaineWebber Incorporated Prudential-Bache Capital Funding  
Robertson, Stephens & Company Shearson Lehman Hutton Inc.  
Smith Barney, Harris Upham & Co. Wertheim Schroder & Co. Dean Witter Reynolds Inc.



## JAMES HARDIE INDUSTRIES LIMITED

(INCORPORATED IN NEW SOUTH WALES, AUSTRALIA)

James Hardie is a leading Australian based manufacturer in the building products and services sector with operations expanding throughout New Zealand and the United States of America.

The highlights in performance for the six months to 30 September 1989 included:

- Operating Profit increased 30.3% to \$A52.2 million
- Earnings per share increased 23.5% to 18.4 cents
- Interim dividend increased from 9 cents to 10 cents per share (60% franked) and a 1-for-8 bonus issue
- The Company has further consolidated its commitment to expansion of core operations through the acquisition of Humes PVC Pipes in Australia and Winstone Plastics in New Zealand
- Second half profit is expected to be up on the previous year.

For further information please contact the Company Secretary, James Hardie Industries Limited, 85 York St, Sydney NSW 2000, Australia

## GOLD FIELDS COAL LIMITED

(Formerly The Clydesdale Collieries Limited)  
(Incorporated in the Republic of South Africa)  
(Registration No. 01/0124/08)

**DECLARATION OF DIVIDEND**  
Final dividend No. 163 of 55 cents per share has today been declared in South African currency payable to shareholders registered in the books of the company at the close of business on 29 December 1989.  
Warrants payable on 7 February 1990 will be posted to shareholders on or about 8 February 1990.  
Standard conditions relating to the payment of dividends are obtainable at the share transfer offices and the London Office of the company.  
Requests for payment of the dividend in South African currency by members on the United Kingdom register must be received by the company on or before 29 December 1989 in accordance with the above-mentioned conditions.  
The register of members of the company will be closed from 30 December 1989 to 5 January 1990, inclusive.

By order of the Board,  
GOLD FIELDS OF SOUTH AFRICA LIMITED,  
Secretaries,  
per S.J. Dunning  
United Kingdom Registrar:  
Barclays Registrars Limited  
8 Greencoat Place  
London SW1P 1PL  
14 December 1989  
A MEMBER OF THE GOLD FIELDS GROUP

## Up to U.S. \$100,000,000 THE SOCIETY FOR SAVINGS

Collateralized Floating Rate notes Due 1991  
of which U.S. \$50,000,000 is the Initial Tranche  
and U.S. \$25,000,000 is  
the 1st Subsequent Tranche

Notice is hereby given that the Rate of Interest has been fixed at 8.5% p.a. and that the interest payable on the relevant Interest Payment Dates, June 15, 1990 against Coupon No 7 in respect of U.S.\$25,000 nominal of the Notes will be U.S. \$1,074.31.

December 15, 1989, London  
By Citibank, N.A. (CSSI Dept.), Agent Bank



## INTERNATIONAL CAPITAL MARKETS

# Treasuries rise modestly on Campeau's bad news

By Janet Bush in New York and Deborah Hargreaves in London

US TREASURY bonds moved modestly higher yesterday, partly because of a jump in weekly unemployment insurance claims and also because there was some flight to quality on news that Campeau's Allied Stores and Federated Department Stores may be forced to seek bankruptcy protection.

At mid-session, the short end of the market was up about 1/4 point while the Treasury's benchmark long bond was quoted about 1/4 point higher for a yield of 7.86 per cent. Initial claims for state unemployment rose 86,000 in the week ended December 2, a number which was regarded by the bond market as providing more evidence of weakness in the jobs market.

The significance of the Campeau news was that the possibility of its retail subsidiaries filing for protection under Chapter 11 of US bankruptcy law was mentioned in an official company document for the first time.

News that US business inventories rose 0.4 per cent in October and that business sales fell 0.7 per cent were in line with expectations and had little effect on bond prices.

	Coupon	Yield	Price	Change	Yield	Week ago	Month ago
UK GILTS	15.500	9/32	103.12	-0.22	12.01	12.03	11.51
	8.750	1/8	94.06	-0.22	10.85	10.86	10.85
	8.000	10/32	93.08	-0.22	9.80	9.80	9.73
US TREASURY	8.000	9/32	100.17	+0.752	7.84	7.82	7.82
	8.125	9/32	102.20	+1.722	7.87	7.91	7.87
JAPAN No 111	4.800	9/32	96.9257	-0.271	5.45	5.30	5.46
No 2	5.700	3/4	102.0435	-	6.47	6.45	6.54
GERMANY	7.000	9/32	98.8000	+0.150	7.21	7.26	7.36
FRANCE BTAN	8.000	10/34	94.2198	+0.183	8.23	8.25	8.48
OAT	8.125	9/32	94.0400	+0.100	8.07	8.06	8.58
CANADA	9.250	12/30	98.2700	+0.520	8.52	8.88	9.39
NETHERLANDS	7.250	7/32	96.6800	+0.020	7.75	7.75	7.78
AUSTRALIA	12.000	7/32	94.2042	-0.026	13.06	13.18	13.29

London closing, "denotes New York morning session. Prices: US, UK in 32nds, others in decimals. Yields: Local market standard. Technical Data/ATLAS Price Source

Fed funds were quoted at 8 1/2 per cent at mid-session and the US Federal Reserve did not operate in the money market. Today's session a number of key economic releases which the market has been waiting for throughout the week. November industrial production, capacity utilisation and producer prices are due for release along with October's merchandise trade balance.

The UK gilts market bounced back yesterday afternoon after a morning sell-off in response to some disappointing economic figures. However, the long gilt still closed down on the day in a quiet market.

ahead of today's release of inflation levels for November. The benchmark 9 per cent long gilt thus closed down 1/4 point at 93.08 with a yield of 8.79 per cent after dropping off 1/4 point at a low spot earlier in the day.

Some retail interest returned to the market yesterday afternoon as institutions looked to buy in stock while the market was cheap. With activity at a low ebb in recent weeks, some overseas investors have resumed their interest in gilts.

Starting was slightly weaker yesterday and the Bank of England's trade-weighted index dropped to 86.5 from its previous close of 86.7.

## IFC in loans deal with NMB Postbank

By Stephen Fidler, Euromarkets Correspondent

THE International Finance Corporation (IFC), the affiliate of the World Bank which concentrates on private sector investment, has signed an agreement with NMB Postbank of the Netherlands to provide finance for small and medium-sized projects in developing countries.

This is the first co-operation between IFC and a commercial bank. Local offices of NMB will market the finance to borrowers in pre-selected countries and assess the project feasibility. Loans will be in IFC's name, with NMB providing at least half of each loan.

The loans, totalling \$60m, will be used initially in Chile, Indonesia, Malaysia and Hungary. Each is expected to be between \$3m and \$5m.

Loans will be in IFC's name, with NMB providing at least half of each loan. The loans, totalling \$60m, will be used initially in Chile, Indonesia, Malaysia and Hungary. Each is expected to be between \$3m and \$5m.

Loans will be in IFC's name, with NMB providing at least half of each loan. The loans, totalling \$60m, will be used initially in Chile, Indonesia, Malaysia and Hungary. Each is expected to be between \$3m and \$5m.

## FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

US DOLLAR	Issued	Yield	Price	Change	Yield	Week ago	Month ago
Alberta 6 1/2 %	750	100 1/2	100 1/2	+0 1/4	8.49		
Alberta 9 1/2 %	600	104 1/4	104 1/4	+0 1/4	8.42		
Alaska 9 1/2 %	100	104 1/4	104 1/4	+0 1/4	8.42		
B.F.C.E. 8 1/4 %	175	99 1/4	100 1/4	+0 1/4	8.32		
B.F.C.E. 9 1/4 %	150	103 1/4	103 1/4	+0 1/4	8.47		
B.F.C.E. 10 1/4 %	250	103 1/4	103 1/4	+0 1/4	8.47		
Canada 9 1/2 %	1000	103 1/4	104 1/4	+0 1/4	8.14		
Canada 10 1/2 %	1000	103 1/4	104 1/4	+0 1/4	8.14		
C.C.F. 9 1/2 %	150	103 1/4	103 1/4	+0 1/4	8.56		
C.C.F. 10 1/2 %	150	103 1/4	103 1/4	+0 1/4	8.56		
Credit National 8 1/2 %	200	99 1/4	100	+0	8.31		
Credit National 9 1/2 %	160	102 1/4	102 1/4	+0 1/4	8.49		
Del-Valle 9 1/2 %	150	102 1/4	102 1/4	+0 1/4	8.49		
E.E.C. 7 1/2 %	200	97 1/4	98	+0 1/4	8.28		
E.E.C. 10 1/2 %	140	104 1/4	104 1/4	+0 1/4	8.39		
Euro-Fin 9 1/2 %	200	102 1/4	102 1/4	+0 1/4	8.39		
Euro-Fin 10 1/2 %	200	102 1/4	102 1/4	+0 1/4	8.39		
Fin. Exp. 9 1/2 %	200	102 1/4	102 1/4	+0 1/4	8.39		
Fin. Exp. 10 1/2 %	200	102 1/4	102 1/4	+0 1/4	8.39		
Ford Motor Credit 9 1/2 %	250	99 1/4	100	+0 1/4	8.59		
Gen. Elec. Corp. 9 1/2 %	500	102 1/4	102 1/4	+0 1/4	8.26		
Gen. Elec. Corp. 10 1/2 %	500	102 1/4	102 1/4	+0 1/4	8.26		
G.M.A.C. 8 1/2 %	500	99 1/4	100 1/4	+0 1/4	8.75		
G.M.A.C. 9 1/2 %	500	99 1/4	100 1/4	+0 1/4	8.75		
Gen. Motors 9 1/2 %	200	101 1/4	102 1/4	+0 1/4	8.30		
IBM Credit Corp. 9 1/2 %	400	100 1/4	100 1/4	+0 1/4	8.36		
IBM Credit Corp. 10 1/2 %	400	100 1/4	100 1/4	+0 1/4	8.36		
IBM Credit Corp. 9 1/2 %	1500	100 1/4	100 1/4	+0 1/4	8.36		
IBM Credit Corp. 10 1/2 %	1500	100 1/4	100 1/4	+0 1/4	8.36		
IBM 9 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 10 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 11 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 12 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 13 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 14 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 15 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 16 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 17 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 18 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 19 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 20 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 21 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 22 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 23 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 24 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 25 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 26 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 27 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 28 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 29 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 30 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 31 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 32 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 33 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 34 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 35 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 36 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 37 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 38 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 39 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 40 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 41 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 42 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 43 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 44 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 45 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 46 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 47 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 48 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 49 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		
IBM 50 1/2 %	1000	100 1/4	100 1/4	+0 1/4	8.36		

Average price change: On day +0 on week +0

YEN STRAIGHTS

Issued	Yield	Price	Change	Yield	Week ago	Month ago
Canada 5 1/2 %	20	95 1/4	+0 1/4	6.10		
Canada 6 1/2 %	20	95 1/4	+0 1/4	6.10		
Canada 7 1/2 %	20	95 1/4	+0 1/4	6.10		
Canada 8 1/2 %	20	95 1/4	+0 1/4	6.10		
Canada 9 1/2 %	20	95 1/4	+0 1/4	6.10		
Canada 10 1/2 %	20	95 1/4	+0 1/4	6.10		
Canada 11 1/2 %	20	95 1/4	+0 1/4	6.10		
Canada 12 1/2 %	20	95 1/4	+0 1/4	6.10		
Canada 13 1/2 %	20	95 1/4	+0 1			



# NOMURA

This announcement appears as a matter of record only.

NEW ISSUE

14th December, 1989



## MARUI CO., LTD.

**U.S.\$500,000,000**  
**2¾ per cent. Bonds 1993**  
with  
**Warrants**  
to subscribe for shares of common stock of  
**Marui Co., Ltd.**

ISSUE PRICE 100 PER CENT.

- |   |  |
|---|--|
| Nomura International                    | Mitsubishi Finance International plc                         |
| Daiwa Europe Limited                    | The Nikko Securities Co., (Europe) Ltd.                      |
| DKB International Limited               | Goldman Sachs International Limited                          |
| LTCB International Limited              | Mitsubishi Trust International Limited                       |
| Algemeine Bank Nederland N.V.           | Banque Bruxelles Lambert S.A.                                |
| Banque Indosuez                         | Barclays de Zoete Wedd Limited                               |
| Baring Brothers & Co., Limited          | BNP Capital Markets Limited                                  |
| Cosmo Securities (Europe) Limited       | Credit Suisse First Boston Limited                           |
| Dai-ichi Europe Limited                 | Dresdner Bank  |
| Kleinwort Benson Limited                | KOKUSAI Europe Limited                                       |
| Kreditbank International Group          | Kuwait Foreign Trading Contracting & Investment Co. (S.A.K.) |
| Merrill Lynch International Limited     | Morgan Stanley International                                 |
| NatWest Capital Markets Limited         | New Japan Securities Europe Limited                          |
| Nippon Kangyo Kakumaru (Europe) Limited | Paribas Capital Markets Group                                |
| Ryoko Securities International Limited  | Saitama Finance International Limited                        |
| Salomon Brothers International Limited  | Sauwa International Limited                                  |
| Sanyo International Limited             | Swiss Bank Corporation                                       |
| Taiheyo Europe Limited                  | Taiyo Kobe International Limited                             |
| UBS Phillips & Drew Securities Limited  | Universal (U.K.) Limited                                     |

This announcement appears as a matter of record only.

NEW ISSUE

14th December, 1989

## NIPPON OIL COMPANY, LIMITED

(Nihon Sekiyu Kabushiki Kaisha)

**U.S.\$500,000,000**  
**2¾ per cent. Bonds 1993**  
with  
**Warrants**  
to subscribe for shares of common stock of Nippon Oil Company, Limited

ISSUE PRICE 100 PER CENT.

- |   |   |
|---|---|
| Nomura International                    | Yamaichi International (Europe) Limited |
| The Nikko Securities Co., (Europe) Ltd. | Daiwa Europe Limited                    |
| DKB International Limited               | J. Henry Schroder Wagg & Co. Limited    |
| Robert Fleming & Co. Limited            | Fuji International Finance Limited      |
| Goldman Sachs International Limited     | Mitsui Finance International Limited    |
| Salomon Brothers International Limited  | Shearson Lehman Hutton International    |
| Amsterdam-Rotterdam Bank N.V.           | Bank of Tokyo Capital Markets Group     |
| Bankers Trust International Limited     | BNP Capital Markets Limited             |
| Chase Investment Bank                   | Citicorp Investment Bank Limited        |
| Commerzbank Aktiengesellschaft          | Credit Suisse First Boston Limited      |
| First Chicago Capital Markets Asia Ltd. | Kleinwort Benson Limited                |
| KOKUSAI Europe Limited                  | Merrill Lynch International Limited     |
| Mitsui Trust International Limited      | Morgan Stanley International            |
| New Japan Securities Europe Limited     | Nippon Kangyo Kakumaru (Europe) Limited |
| Société Générale                        | S.G. Warburg Securities                 |
| Barclays de Zoete Wedd Limited          | Baring Brothers & Co., Limited          |
| James Capel & Co. Limited               | Cazenove & Co.                          |
| Chuo Trust International Limited        | Maruman Securities (Europe) Limited     |
| Marusan Europe Limited                  | Morgan Grenfell & Co. Limited           |
| Swiss Bank Corporation                  | Tokyo Securities Co. (Europe) Ltd.      |
| UBS Phillips & Drew Securities Limited  | Yasuda Trust Europe Limited             |

This announcement appears as a matter of record only.

NEW ISSUE

14th December, 1989



## Toshoku Ltd.

**U.S.\$150,000,000**  
**2½ per cent. Guaranteed Bonds due 1993**  
with  
**Warrants**  
to subscribe for shares of common stock of  
**Toshoku Ltd.**  
The Bonds will be unconditionally and irrevocably guaranteed by  
**The Mitsui Bank, Limited**

ISSUE PRICE 100 PER CENT.

- |                                      |   |
|--------------------------------------|---|
| Nomura International                 | Mitsui Finance International Limited    |
| Yasuda Trust Europe Limited          | Bank of Tokyo Capital Markets Group     |
| Banque Indosuez                      | Barclays de Zoete Wedd Limited          |
| Baring Brothers & Co., Limited       | Cosmo Securities (Europe) Limited       |
| Daiwa Europe Limited                 | Deutsche Bank Capital Markets Limited   |
| DKB International Limited            | Robert Fleming & Co. Limited            |
| Goldman Sachs International Limited  | Hokuriku Finance (H.K.) Limited         |
| IBJ International Limited            | KOKUSAI Europe Limited                  |
| Manufacturers Hanover Limited        | Merrill Lynch International Limited     |
| Mitsui Trust International Limited   | Morgan Stanley International            |
| New Japan Securities Europe Limited  | The Nikko Securities Co., (Europe) Ltd. |
| Norinchukin International Limited    | Salomon Brothers International Limited  |
| Sanyo International Limited          | J. Henry Schroder Wagg & Co. Limited    |
| Swiss Bank Corporation               | Taiyo Kobe International Limited        |
| Tokyo Securities Co. (Europe) Ltd.   | Westpac Banking Corporation             |
| Yamatane Securities (Europe) Limited |   |

This announcement appears as a matter of record only.

NEW ISSUE

14th December, 1989

## TOWA

### Towa Real Estate Development Co., Ltd.

**U.S.\$150,000,000**  
**2½ per cent. Guaranteed Bonds 1993**  
unconditionally and irrevocably guaranteed by  
**The Tokai Bank, Limited**  
with  
**Warrants**  
to subscribe for shares of common stock of  
Towa Real Estate Development Co., Ltd.

ISSUE PRICE 100 PER CENT.

- |  |  |
|--|--|
| Nomura International                       | Tokai International Limited            |
| Bankers Trust International Limited        | Barclays de Zoete Wedd Limited         |
| Baring Brothers & Co., Limited             | Chuo Trust International Limited       |
| Credit Suisse First Boston Limited         | Daiwa Europe Limited                   |
| Dresdner Bank                              | Robert Fleming & Co. Limited           |
| Generale Bank                              | Goldman Sachs International Limited    |
| Kleinwort Benson Limited                   | KOKUSAI Europe Limited                 |
| Kuwait International Investment Co. s.a.k. | LTCB International Limited             |
| Maruman Securities (Europe) Limited        | Merrill Lynch International Limited    |
| Mitsui Trust International Limited         | Morgan Grenfell & Co. Limited          |
| NatWest Capital Markets Limited            | Salomon Brothers International Limited |
| Shearson Lehman Hutton International       | Société Générale                       |
| Sumitomo Trust International Limited       | Tokyo Securities Co. (Europe) Ltd.     |



INTERNATIONAL CAPITAL MARKETS

Small yen deals dominate hectic new-issue activity

By Andrew Freeman

NEW ISSUES continued their recent hectic pace on the Eurobond market yesterday, with small yen deals dominating business. Secondary markets remained extremely quiet, and are expected to close altogether after today's session.

Samuel Montagu brought a zero coupon A\$200m 10-year deal for the State Electricity Commission of Victoria to a good reception. The bonds were priced at 31.45 per cent using a partly-paid structure, and were aimed mainly at pre-determined institutional demand.

INTERNATIONAL BONDS

month partial benefit from the expected weakness of the Australian dollar.

The structure assumes that Australia is heading for a recession that will bring lower interest rates and a weaker currency.

Paribas Capital Markets brought a \$200m floating-rate note for Banco Di Roma to a lukewarm reception. The 10-year notes carried a yield of three-month Libor flat, revised to a 3 basis point pick-up over Libor when underwriting fees were taken into account.

Superficially, there has been much to give hope. In spite of unfavourable economic conditions for most of the year, new issue volumes on the Eurobond market reached staggering proportions, indicating a depth of capacity and adaptability still unrivalled by other capital markets.

Recent figures from Salomon Brothers suggest new issue volumes on the public international bond markets of over \$211bn in the year to the end of November, while the possible full-year figure is \$225bn. The respective figures for 1987 and 1988 were \$184bn and \$224bn.

Yet the overall volume figures are misleading, including growing redemptions. For a start, look how much of this year's overall business was Japanese equity-related - strip away equity warrant deals, and volumes look much less convincing.

The Bank for International Settlements issues a breakdown of international bond issues which suggests that in the first half of 1989, the net amount of completed new bond issues (that is, taking redemptions and early redemptions into account) was \$97bn, of which \$45bn was equity-related. This compares with gross new issuance of \$148.8bn.

Thus the greatest fear of many in the market is that the profitable Japanese warrant business will be officially discouraged back to Japan from Europe. The Ministry of

Finance is even now considering making it compulsory to list equity warrant deals in Tokyo. If that business returns to Tokyo, and there are many who think it is only a matter of time, then forecasts for the wider Eurobond market will have to be re-written. A shakeout caused by chronic overcapacity will come much sooner than otherwise predicted.

Even if the drawback of equity warrant business does not occur in the very near future, analysts at Moody's Investors Service believe that a combination of three factors will see Japanese participation in the Eurobond market decline: domestic liberalisation, a falling US dollar and a worsening outlook for the Tokyo equity market. Given the dominance of the equity warrant, Moody's notes: "No other market instrument would realistically be able to fill the void. Instead, other aspects of the market would suffer from a decline in overall trading cross-fertilisation and shared trading support."

That underlines the extent to which the profitability of many Eurobond houses has been artificially propped up by their limited participation in the equity warrant sector. But it may also underestimate the ability of the Eurobond market to innovate.

Senior figures within the Eurobond industry are sticking to their long-running view that overcapacity on the underwriting and distribution legs of the business will lead to an inevitable shakeout during the next two or three years. However, it will not be easy to see this happening.

Even some of the large houses with clear long-term commitments to the Eurobond

Japan raises fears of a Eurobond shakeout

Bankers have cause for concern despite plentiful new issues, finds Andrew Freeman

The Eurobond markets face the 1990s in a pessimistic mood. A turbulent and unprofitable end to the 1980s has left bankers wondering about their future. In particular, 1989 stands as a watershed year - it has seen events and trends that give bankers cause for grave concern.

Superficially, there has been much to give hope. In spite of unfavourable economic conditions for most of the year, new issue volumes on the Eurobond market reached staggering proportions, indicating a depth of capacity and adaptability still unrivalled by other capital markets.

Recent figures from Salomon Brothers suggest new issue volumes on the public international bond markets of over \$211bn in the year to the end of November, while the possible full-year figure is \$225bn. The respective figures for 1987 and 1988 were \$184bn and \$224bn.

Yet the overall volume figures are misleading, including growing redemptions. For a start, look how much of this year's overall business was Japanese equity-related - strip away equity warrant deals, and volumes look much less convincing.

The Bank for International Settlements issues a breakdown of international bond issues which suggests that in the first half of 1989, the net amount of completed new bond issues (that is, taking redemptions and early redemptions into account) was \$97bn, of which \$45bn was equity-related. This compares with gross new issuance of \$148.8bn.

Thus the greatest fear of many in the market is that the profitable Japanese warrant business will be officially discouraged back to Japan from Europe. The Ministry of

Finance is even now considering making it compulsory to list equity warrant deals in Tokyo. If that business returns to Tokyo, and there are many who think it is only a matter of time, then forecasts for the wider Eurobond market will have to be re-written. A shakeout caused by chronic overcapacity will come much sooner than otherwise predicted.

Even if the drawback of equity warrant business does not occur in the very near future, analysts at Moody's Investors Service believe that a combination of three factors will see Japanese participation in the Eurobond market decline: domestic liberalisation, a falling US dollar and a worsening outlook for the Tokyo equity market. Given the dominance of the equity warrant, Moody's notes: "No other market instrument would realistically be able to fill the void. Instead, other aspects of the market would suffer from a decline in overall trading cross-fertilisation and shared trading support."

That underlines the extent to which the profitability of many Eurobond houses has been artificially propped up by their limited participation in the equity warrant sector. But it may also underestimate the ability of the Eurobond market to innovate.

Senior figures within the Eurobond industry are sticking to their long-running view that overcapacity on the underwriting and distribution legs of the business will lead to an inevitable shakeout during the next two or three years. However, it will not be easy to see this happening.

Even some of the large houses with clear long-term commitments to the Eurobond

business have quietly been rationalising their trading, origination and distribution of bonds. CSFB, for example, used a policy of quiet piecemeal reductions to cut its capital markets staff by roughly a quarter from peak 1987 levels, but attracted little attention. It is now gradually expanding again, but significantly is also shifting its focus towards inter-

national equities. While big houses have been rationalising, smaller operations face a stark choice. Some might be able to increase their commitment, building an infrastructure for trading and research. But many will have to pull out.

Nothing would please the big banks better. They argue that too many players are effective parasites, nominally participating in deals but actually dumping their bond allocations at the first opportunity. "All they need is a syndicate manager and a couple of traders and they can gain a public impact with minimal use of capital," says a disgruntled banker.

One of the features of the later 1980s has been the banks' collective realisation that risk management and control of capital have become central to

their survival in the Eurobond market. The tough fundamental conditions have made it much more risky for banks to hold bonds on their books, while the imposition of daily profit-and-loss accounts on syndicates and trading departments is symptomatic of managements' enlarged concern over allocation of scarce resources.

The diversing and sometimes noisy debate over the way new issues are launched on the primary market, has arguably been directly connected with the big banks' wish to squeeze some of the smaller banks out of the market in order to improve their returns on capital. Small, elite underwriting groups and new methods of rewarding houses for placement of the smaller issues have led to cries of "cartel". These complaints have some competitive justification but have been largely lost in the jostle for survival.

Nevertheless, the debate has stayed in the public domain on several occasions, and led to the exposure of ruthless business practices. This has done little for the market's image. Some borrowers have shed away from a market so visibly at war with itself, and others have expressed reservations.

At least one often-cited threat to the Eurobond market, that of regulation from Brussels, can be regarded as chimerical. Just as the Association of International Bond Dealers (AIBD) lobbied effectively to prevent over-regulation of the market by UK financial authorities, so it would definitely use its Swiss base to block any substantive interference from the European Commission.

While there is no real evidence that bureaucrats want to suppress the freedom under which banks have participated

in the Eurobond market, there has been a discernible trend for the market not to shy away so much from the idea of greater regulation, whether self or super-imposed.

Optimists have one vital counter to the depressing array of reasons for shakeout and decay. They point out that much of the market's profitability is hidden from view in the lucrative and growing private-placement business.

When some of the biggest houses in the Eurobond business estimate that they are doing more private than public business and for far better returns on capital, one of the fundamental truths about the market is evinced: in its ability to match international borrowers with international investors, the Eurobond market remains unchallenged by the world's other capital markets. As it expands, it might even again rub out rumours of its imminent demise, although the increased efficiency of domestic markets remains a fundamental threat.

Even the growth of private transactions, however, suggests that one of the market's major concerns is still to circumvent the pressure for greater transparency coming from regulators and investors alike.

The AIBD's three-year battle to establish the Traxx trade matching and reporting system has been a most obvious example of the market's efforts to leave its out-dated adolescence behind, and give up its outdated swashbuckling image in favour of a professional, regulated and transparent market.

Earlier articles in this series appeared on December 13 and 8.



Table with columns: Borrower, Amount, Coupon, Price, Maturity, Fees, Book runner. Includes entries for US DOLLARS, AUSTRALIAN DOLLARS, and STERLING.

Final terms. Floating rate note, six-month Libor. Further tranche of \$200 in existing deal, classic structure in two tranches. For 8 months, Libor + 3/8% + 100bps. Nickel-linked redemption, offer for 3 months, Libor + 3/8% + 50bps. Classic in two tranches, Nickel-linked redemption, 15 month yen Libor + 25 for first 3 months, thereafter fixed at annual rates. Initial 3 month yen Libor + 25bps then formula applies. Nickel-linked coupon, 1/2 issue update.

Amsterdam SE set to cut fees

By Laura Raun in Amsterdam

THE AMSTERDAM Stock Exchange is expected to lower its commissions on securities transactions next week in response to international competition.

A stock exchange official yesterday refused to quantify the cut but said an announcement would be made on December 21. The reductions

will be greater for institutional than private investors, according to Dutch press reports.

Recommendations to cut the commissions have been made to house directors by a study group inspired by the plan to make Amsterdam a financial gateway to Europe. Stock exchange commissions were last trimmed about three years

ago and are now on a sliding scale between 0.36 per cent and 1.7 per cent of the transaction's value although discounts may be given on share trades above Fl 1m value. Some exchange members add fees on top of the official commissions. The local shareholders' association claims costs are unacceptably high for small investors.

SEC and COB sign pact

By Janet Bush in New York

US AND French securities regulators yesterday signed a bilateral agreement to formalise co-operation between the two countries on a wide range of regulatory issues.

The Securities and Exchange Commission and the Commission des Operations de Bourse said in a joint statement that the agreement affirmed "the

determination of both countries to encourage the flow of international capital by ensuring the transparency and security of their securities markets."

The agreement includes manipulation, insider trading, inadequate disclosure, and failure of market professionals to carry out their responsibilities.

OML opens London branch

By Deborah Hargreaves

OML, the London arm of the expansionist Swedish electronic options and futures exchange, opens today. It is the first foreign exchange to receive recognition from the British authorities for trading in the UK.

The exchange will initially list options and futures on a Swedish stock index, expand-

ing later to options on Swedish shares.

Mr Olof Stenhammar, executive director of the OML group, said OML would eventually trade local and international products, but refused to be drawn on whether these would compete with the London exchanges.

OML is well placed to compete with established exchanges in London since its cost structure is low. It has a screen-based trading system, employs its own market-makers, and operates during stock market hours.

Mr Stenhammar said OML would use London as a hub for setting up other electronic exchanges in Europe.

WESTERN AUSTRALIA The Financial Times proposes to publish a Survey on the above on 19th January 1990. For a full editorial synopsis and advertisement details, please contact: Penny Scott on 01-873 3595 or write to her at: Number One, Southwark Bridge London SE1 9HL.

BUILDING MATERIALS AND AGGREGATES The Financial Times proposes to publish a Survey on the above on 13th February 1990. For a full editorial synopsis and advertisement details, please contact: ALISON BARNARD on 01-873 4148 or write to her at: Number One, Southwark Bridge London SE1 9HL.

LONDON MARKET STATISTICS. Includes tables for RISES AND FALLS YESTERDAY, LONDON RECENT ISSUES, LONDON TRADED OPTIONS, FIXED INTEREST STOCKS, RIGHTS OFFERS, and TRADITIONAL OPTIONS.

ELECTRONIC PAYMENT SYSTEMS The Financial Times proposes to publish a Survey on the above on 23rd January 1990. For a full editorial synopsis and advertisement details, please contact: Meyrick Simmonds on 01-873 4540 or write to him at: Number One, Southwark Bridge London SE1 9HL.



# We have got all the time in the world for you.



Around the world, wherever the sun rises on a new business day, there's a **Dresdner Bank office ready to serve you** - in the Near, Middle, or Far East; in Europe, Africa, or the Americas. That's because Dresdner Bank is at home in over 50 countries, including all the world's major financial centers. You'll find Dresdner Bank providing

in-depth market analysis as well as trade and investment financing, purchasing and selling foreign currencies, and ensuring a smooth transfer of funds - 24 hours a day. In fact, about one fifth of West Germany's foreign trade transactions are processed through the Dresdner Bank Group. And during the course of a year, the total of all the domestic and international transactions handled by Dresdner Bank add up to \$131 billion.

Which makes us one of the world's largest and most experienced international banks. Yet, Dresdner Bank's help extends beyond just saving you time and money. Thanks to our Electronic Banking Services and extensive correspondent banking network, we can help you do business profitably in every corner of the globe. Your success in each market requires a unique approach and thor-

ough understanding of local customs, thereby helping you formulate and implement clear-cut goals. You can rely on Dresdner Bank's highly regarded and sophisticated financial packages as well as our knowledgeable assistance in the complex, often time-consuming process of establishing new business ventures. When could we discuss your special requirements in detail? Dresdner Bank has all the time in the world for you.



UK COMPANY NEWS

Orders from Lowndes Queensway to be stopped after February  
**Silentnight warns of profits fall**

By Maggie Urry

SILENTNIGHT, the supplier of 80 per cent of the bed ranges of Lowndes Queensway, the heavily-borrowed furniture and carpet retailer formed in August 1988 by a buy-out of Harris Queensway, has said it will stop taking orders from the company after next February.

The company, which claims 40 per cent of the UK bed market, yesterday warned that its profits for the year to end January would fall sharply to "not less than 57m" and the dividend would be cut. That was partly because of costs incurred by delivering beds directly to Lowndes Queensway's customers.

Its shares dropped 10p to 78p, while Lowndes Queensway fell 5p to 74p.

One of the main planks in Lowndes Queensway's retail strategy is to cut its costs and improve delivery times by having manufacturers deliver directly to customers. How-

ever, this requires makers to invest in delivery systems.

Sales to Lowndes Queensway account for 7% per cent of Silentnight's turnover. Mr Christopher Burnett, the chief executive, said he did not give up this turnover lightly, but his group was not prepared to invest millions of pounds of its shareholders' money in a direct delivery system "in the light of the current uncertainty surrounding the financial position and long term viability of Lowndes Queensway."

The news is likely to affect Lowndes Queensway's current refinancing discussions with its bankers, although Mr Eddie Dayan, Lowndes Queensway's managing director, said it would be able to replace Silentnight as a supplier because of surplus capacity in the UK bed market.

Lowndes Queensway announced a rights issue and rescheduling of some debt repayments in August, but last

month revealed it was going back to its bankers. It was after that, Mr Burnett said, that Silentnight decided it was too risky to invest in the new delivery system. He confirmed that Lowndes Queensway was paying for goods on time.

After Silentnight made its trading statement, Lowndes Queensway reported with an announcement, saying that Silentnight had experienced difficulties in production and in providing a satisfactory delivery service.

Mr Burnett responded angrily by saying that the group had no production difficulties and that it had provided a satisfactory service. He said he had no contractual obligation to supply beds even until February.

Silentnight's anticipated pre-tax profits would compare with last year's £11.1m, and the earlier hope from analysts for around £10m. Mr Burnett said he expected that profits would

recover in the next year so long as consumer demand was stable.

The interim dividend was held at 2.25p but the year's total would be cut from the previous 7p, he said. A decision on the final would be made next year.

Silentnight's interim profits had fallen from 24.4m to 23.8m because of three problems which together cost the group £1.75m. As well as the costs from delivering to Lowndes Queensway's customers, there was difficulty meeting orders in its upholstery factory and a fire at a cabinet factory hit production.

Yesterday Mr Burnett said that the cabinet factory was now working at levels seen before the fire and an insurance claim should be settled by the financial year end. The upholstery business was beginning to catch up on orders, but was still not up to an acceptable profit level.

**Sparkling \$70m soft drinks buy for Guinness**

By Roderick Oram  
 In New York

GUINNESS is to strengthen its position in the US soft drinks market through a joint venture with Stroh Brewery of Detroit and US investors.

The venture, New Era Beverage Partners, will pay Stroh \$70m (\$24m) for the assets of its Sundance natural fruit juice sparkling drinks and related brands. Guinness said Sundance was the only national sparkling natural fruit juice brand. It has some 50 per cent of the US market and enjoys healthy profit margins.

Guinness and Stroh will each own 44.5 per cent of New Era with the balance held by a group of investors and managers. Guinness will provide the chairman for the partnership and Mr John Povey, vice president of finance in the US, will become its chief financial officer. Day-to-day operations will be run by Sundance's existing management.

Mr Charles Jarvis, a member of the investment group, will become president and chief executive officer. He is a former chief executive of Dr Pepper, a leading US carbonated soft drink maker.

Stroh, established in 1880, is still controlled by its founding family, but has been liquidating most of its businesses. In September it sold most of its brewing brands and plans to focus on the Colorado company trying to reinforce its position as a third in the US beer market.

**Plunge into red wipes 58p off Yellowhammer shares**

By Alice Rawsthorn

YELLOWHAMMER, the advertising and marketing group, saw its share price plunge by 58p to 63p yesterday when it disclosed losses of £150,000 in the six months to September 30. This compared with pre-tax profits of £311,000 last time.

The company also said it would not pay an interim dividend (1p).

The fall in the share price wiped 26.7m off Yellowhammer's market capitalisation, which was reduced to 29.2m. The City had expected a weak performance from the company, but had not expected such a large loss.

Mr John Burdett, director of corporate finance, said that it was only five weeks ago, while Yellowhammer announced the closure of a small subsidiary, that it expressed concern at the general slowdown in advertising and realised how badly it had been affected. It said that it had not noticed a reduction

in expenditure by its own clients. It then heard that two major campaigns would be postponed.

These problems were compounded by the intensely competitive state of the new business market. Whereas Yellowhammer won several large accounts in the first half of last year, this year it did not make any significant gains.

Its position was further weakened by the cost involved in financing start-up ventures. As a result turnover rose to £36.45m (£24.44m) but operating profits fell to £209,000 (£287,000). Earnings per share of 5.5p tumbled to losses of 0.3p.

Yellowhammer has cut costs. It has closed Yellowhammer Financial, its financial marketing subsidiary, at a cost of an extraordinary loss of £120,000. It will also reduce annualised overheads by about £500,000.

Mr Burdett said the second half would be "grim", but he

expected a return to profit next year.

**COMMENT**

Until yesterday Yellowhammer was seen as one of the stables, more solid members of the volatile marketing services sector. But this set of figures shows exactly how volatile a marketing services company can be. An advertising agency is a leveraged animal with high fixed costs. If it suffers a series of setbacks - as Yellowhammer has - and fails to compensate by winning new business, its profits can fall at an alarming rate. Yellowhammer has taken action to cut costs. But there is no hope of a return in the second half and it will take a long, long time to restore the City's confidence. There are plenty of potential predators around, but a takeover would almost certainly have to be agreed, given that the management still owns 30 per cent of Yellowhammer's equity.

**Housing market fall hits Anglia Secure**

By Jane Fuller

ANGLIA SECURE Homes, the sheltered housing group, has blamed a collapse in the south-east housing market for its pre-tax loss of £4.45m for the year to September 30.

Mr Peter Edmondson, chairman, warned there would be "blood on the streets" in the housing market, as a 20 per cent fall in prices and long delays in selling new homes hit companies in the south-east.

With turnover down by more than £2m to £43.93m and operating profit of £2.72m (£3.41m), it was the £7.76m write down of land and housing stock values plus £370,000 in reduc-

dancy costs - taken as exceptional items - that sent the company into the red.

Mr Edmondson said the housing market had collapsed in January after overheating at the end of last year. "An elderly person doesn't like to sell at £65,000 when they thought their home was worth £75,000."

It had taken until May for people to accept the readjustment, including "a lot of hard work holding their hands."

The company specialises in selling sheltered flats, with one or two bedrooms, to people with an average age of 73. The

average price of its homes in the last quarter fell to £76,000. Sales had dropped to 45 per cent of the planned level. Altogether 466 units were sold during the year. This week, the company had 449 completed unsold homes, of which 125 were reserved. Of the unsold units, 139 were six months old or more.

The workforce had been cut from 234 to 95 and the September salary review had been abandoned. Land acquisition had stopped at the end of 1988 and building starts had been interrupted in May.

Mr Richard Clough, manag-

ing director, said that apart from price reductions, the most serious impact on margins had come through interest costs.

As is company policy, interest is capitalised on each project until building work is substantially complete. This limited the interest deducted from profit to £240,000.

Borrowings at the year end were £46.5m, taking gearing to 142 per cent. The company stressed that its bankers were proving supportive.

The company's loss per share is 12.9p (81.1p earnings). A proposed final dividend of 0.75p makes a total of 2p (4p).

**Gold Greenlees bucks the trend**

IN SPITE of slowdown in the advertising industry Gold Greenlees Trot, the agency which recently expanded into the US, lifted pre-tax profits by 43 per cent to £2.51m in the first half, writes Alice Rawsthorn.

The company experienced problems at Borden, by the Hayes, its Manchester agency, where budgets were cut and campaigns postponed. The main London agency was also affected by economic uncertainty, albeit to a lesser extent.

Mr Matthew Allen, group finance director, said the advertising market was "undoubtedly tougher" but the London agency had won much new business and the group's recently-acquired US agencies had "performed strongly".

Turnover rose to £69.54m (£53.22m) and revenue to £18.85m (£7.62m) in the six months to October 31. But earnings were depressed by dilution after the recent rights issue and earnings per share were static at 14.84p (14.81p). The interim dividend is increased to 3.3p (3p).

The London agency, which provided 31 per cent of revenue, experienced some pressure in the first half. It won new accounts, including Access and Pilkington, worth £15m in annualised billings which should contribute in the second half.

BDD in Manchester was more exposed, chiefly because a large number of its clients are involved with the home products market, one of the chief casualties of higher interest rates.

It has cut costs by making about 15 staff redundant and moving subsidiaries into the agency building.

It also intends to sell two loss-making print companies. The losses involved are

expressed as an extraordinary item of £288,000.

The US agencies, Martin/Williams in Minneapolis and Bahitt & Reiman in Atlanta, both fared well. Mr Allen said the group intended to make more acquisitions of young regional agencies in the US, probably in the north east, south west and on the west coast.

**COMMENT**

The contrast between the two advertising agencies which reported yesterday, the solid performance of Gold Greenlees Trot and the lurch into losses at Yellowhammer, could scarcely be more marked. Both businesses suffered from the

slowdown in the advertising market. Whereas GGT managed to mitigate the damage by controlling costs and winning new business, Yellowhammer had over-expanded and failed to gain new accounts to compensate. Earning a serious slump in the market, GGT seems set for a stronger second half. Its new accounts should start to contribute, the US is faring well and it is getting a grip with BDD's problems. The City expects profits of £7.8m for the full year. But the shares, down 1p to 20p yesterday, are fully valued on a prospective P/E of 6.1 until earnings return to growth again.

**United Tote buys Autotote for \$85m**

By Andrew Hill

United Tote of the US, in which Wembley, the UK leisure group, has a 20 per cent stake, has bought Autotote, a fellow supplier of computerised wagering equipment, for \$85m (£53.5m) in cash and shares.

Wembley, which owns the famous stadium, said yesterday it believed the acquisition would "significantly strengthen" the UK group's position in the US totalisator market. "It will help United exploit the off-track betting business in the US."

The UK company supplied \$15m of finance for the deal, in the form of a demand loan which can be called from July 1 next year.

Some \$40.5m of the total payment by United was in cash and the balance in the form of a complicated mixture of shares.

United is expected to refinance the acquisition by June 30 next year.

Wembley will be paid interest at 14 per cent a year, a fee of 1 per cent for each 120 days the loan is outstanding after July 1 1990, and will have its expenses reimbursed. The UK group has also subscribed for \$7.5m of United common stock to keep its interest at 20 per cent.

Autotote, the US, in which Wembley, the UK leisure group, has a 20 per cent stake, has bought Autotote, a fellow supplier of computerised wagering equipment, for \$85m (£53.5m) in cash and shares.

Wembley, which owns the famous stadium, said yesterday it believed the acquisition would "significantly strengthen" the UK group's position in the US totalisator market. "It will help United exploit the off-track betting business in the US."

The UK company supplied \$15m of finance for the deal, in the form of a demand loan which can be called from July 1 next year.

Some \$40.5m of the total payment by United was in cash and the balance in the form of a complicated mixture of shares.

United is expected to refinance the acquisition by June 30 next year.

Wembley will be paid interest at 14 per cent a year, a fee of 1 per cent for each 120 days the loan is outstanding after July 1 1990, and will have its expenses reimbursed. The UK group has also subscribed for \$7.5m of United common stock to keep its interest at 20 per cent.

**DIVIDENDS ANNOUNCED**

Company	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
Anglia Homes	0.75	Feb 26	2.25	21	3.5
Assoc Paper	4	Feb 9	6.05	6.75	8.8
Authority Inns	nil	-	9.25	-	7.5
Balfour Beatty	2.2	-	-	-	-
Borthwick	0.5	Feb 12	0.5	11	1
Breadstox	5.5	Apr 10	5.25	7.5	6.75
Brown & Vasey	2.85	Feb 15	2.85	-	9.5
City Site Ests	0.8	Mar 1	0.67	1.8	1.54
Compass	0.8	-	-	9	-
Electra Invest	2.8	Feb 26	2.4	5.5	4.8
Fin. S.	2.5	Apr 3	2	-	7
Fine Art Devs	2.3	Jan 23	2	-	7.75
Firm (G&P)	2.25	Apr 9	2.25	-	5
Gold Greenlees	3.31	Apr 8	2	-	7.5
Hoskyns	2.9	Mar 27	2	4.21	2.9
Hunter Saphir	1.35	Jan 11	1.35	-	5.05
Johnson Firth	1.8	Feb 1	1.4	2.6	2
Lee (Arthur)	4.25	Feb 23	3	5.8	4.25
LBS	0.8	Feb 3	0.8	-	3.2
Radient Metal	nil	-	1	-	3
Smith New Court	nil	-	1.5	-	1.5
Spyglass	10.5	Jan 31	9.5	14	12.5
Theorem (G&P)	2.75	Feb 2	2.5	4.75	4.25
Timothy (E&S)	1.8	Feb 1	1.8	-	4.8
UK Land	14.5	Jan 19	11	14.5	11
Watson & Philip	7.25	Feb 23	6.75	10.1	9.4
Waverley Cameron	0.3	-	0.3	-	1
Yellowhammer	nil	-	1	-	3.5

Dividends shown pence per share net except where otherwise stated. \*Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. ‡US\$M stock. ††Unquoted stock. †††Third market. ††††For 12 months of 18-month period.

**Runciman shares jump 50p after Swedes buy stake**

SHARES in Walter Runciman jumped 50p to 475p yesterday when it was announced that a 23.2 per cent stake in the shopping, security and insurance group had been bought by a Swedish-listed company involved in security engineering, property and specialist consultancy, writes Andrew Bolger.

Forvaltningsinge Avena

bought the stake for £11.2m from Telfos Holdings, the diversified engineering group, which bid for Runciman last year.

Avena said it had not decided its intentions regarding its holding. However, an adviser said that given the fit between the two companies' activities, Avena's stake was clearly not a financial invest-

ment. Avena had been trying to contact Lord Runciman, chairman of the group.

A spokesman for Runciman said: "We have not met Avena and do not know its intentions. We will carry on running the business as usual."

Avena has a market capitalisation of £200m. Rosenbergs, a major subsidiary, is involved in the design and manufacture

of security products and safes, and burglar and fire protection equipment.


Another major subsidiary, Kullenbergs, is involved in construction, real estate, financial services, and the rental and service of equipment for the construction sector.

Runciman's first-half pre-tax profits rose 47 per cent to £1.61m on turnover of £18.93m.

This announcement appears as a matter of record only

# MCD (UK) LTD

GEARED INSTITUTIONAL PURCHASE  
 OF MCD GROUP LIMITED  
 FROM COLOROLL GROUP PLC

Arranged and negotiated by  
 **CIN Venture Managers Limited**

*Underwriters*  
 British Coal Pension Funds  
 British Rail Pension Fund

*Investors*

In addition to the underwriters the following have invested in MCD

- Mercury Asset Management
- Legal & General Ventures
- Prudential Venture Managers
- Sun-Life Investment Management
- Commercial Union Asset Management

The Mezzanine Finance Syndicate was led and arranged by  
 Intermediate Capital Group Limited and the Banking Syndicate by  
 Samuel Montagu & Co Limited

Deloitte Haskins & Sells acted as investigating accountants and  
 Clifford Chance as solicitors to the Company and the underwriters

**Electra Investment rises 73% to £16.8m**

Electra Investment Trust, which acts as a venture capital company and which split off its management arm in August to form a £560m unquoted equity trust, reported a 73 per cent increase in pre-tax profits of £16.78m in the year to September.

Earnings per share also showed a strong advance, almost doubling to 8.328p. A final dividend of 2.5p is proposed for a total for the year of 5.5p (4.5p).

The fully diluted net asset value at the end of the period was 345.78p, compared with 281.63p 12 months earlier, but it has since fallen back to 335.84p at the end of November.

**Tiphook trailer buy**

Tiphook, the UK container rental company embroiled in a long-running joint bid for Sea Containers, is to increase its trailer rental fleet by nearly a quarter.

The group plans to buy 4,600 trailers from Mercantile Group - part of Barclays - for £9.35m, subject to Monopolies and Mergers Commission approval.

Tiphook plans to finance the purchase of the Mercantile subsidiary, Trallerent, from borrowings. The company is already drawing on borrowing facilities to fund part of its share of the Sea Containers bid, which was increased at the end of last week. Tiphook is bidding for the ferry and container company with Stena, the Swedish shipping group.

Trallerent's network comprises 16 depots throughout the UK, providing contract hire and resident rentals.

In 1988 Trallerent made £1.4m before tax. It had adjusted net assets of 26.1m at the end of the year.

## THE HADLEY CANNON GROUP

(A subsidiary of Monument Holdings Limited)

**£1,500,000**  
 Ordinary Shares  
**£2,000,000**  
 Variable Rate Loan Stock

**Private Placement**

Arranged by  
 Oakes, Fitzwilliams & Co. Limited

Participants  
 Globe Investment Trust P.L.C.  
 and  
 Ivory & Sime Development Capital  
 on behalf of  
 The Independent Investment Company plc  
 Investors Capital Trust plc

December, 1989

This announcement appears as a matter of record only



# IT'S POSSIBLE

Music by A. MANZANERO  
Lyric by SID WAYNE

Slowly, with expression

It's - pos - si - ble, Tell the sun to leave the sky, It's just - pos - si - ble,  
 It's - pos - si - ble, Ask a ba - by not to cry, It's just -  
 pos - si - ble. Can I hold you - clos - er to me, - and not  
 feel you - go - ing through me, - Split the sec - ond - that I  
 nev - er think of you? Oh, how - pos - si - ble. Can the  
 o - cean - keep from rush - ing to the shore? It's just - pos - si - ble. If I  
 had you, could I ev - er want for more? It's just - pos - si - ble.  
 And to - mor - row, - should you ask me for the world, some-how I'd get it, - I would  
 sell my ver - y soul and not re - gret it, - For to live with - out your love is just  
 Tacet  
 pos - si - ble. It's - pos - si - ble.

©Copyright 1968 and 1970 by Editorial Mexicana de Musica SA DE CV.  
All rights for the British Commonwealth (excluding Canada and Australia) controlled by BMG Music Publishing Ltd., 3 Cavendish Square, London W1M 9BA.  
International Copyright Secured. Reprinted by kind permission of the publisher. All Rights Reserved.

- 3i PLC, 31 WATERLOO ROAD, LONDON SW1E 6BP. TEL: 01 829 7822.
- 3i CAPITAL AND 3i VENTURES BOSTON, MASSACHUSETTS, USA. TEL: 617 542 8500.
- 3i CAPITAL AND 3i VENTURES NEWPORT BEACH, CALIFORNIA, USA. TEL: 714 728 1421.
- 3i VENTURES, MENLO PARK, CALIFORNIA, USA. TEL: 415 854 8380.
- 3i SA, PARIS, FRANCE. TEL: 40 40 8800.
- 3i SA, STRASBOURG, FRANCE. TEL: 88 38 3888.
- IBERICA DE INVERSIONES INDUSTRIALES S.A., MADRID, SPAIN. TEL: 34 1 521 4410.
- 3i GEBELSCRAFT FÜR INDUSTRIEZELEBUNDEN MBH, FRANKFURT, GERMANY. TEL: 49 69 740055.
- 3i JERSEY LTD., ST. HELIER, JERSEY. TEL: 0534 38220.
- 3i AUSTRALIA LTD., MELBOURNE, AUSTRALIA. TEL: 2 614 3240.

There are two ways of looking at a volatile market. One way is cautious; battening down the hatches. The other way is positive; looking for the opportunities. If you want to look for the opportunities in venture capital, you should talk to us. Because we cover all aspects of the market; management start-ups, growth capital, MBOs and MBIs. We're confident we can help the right sort of people. If you're confident too, why not give us a ring? In total confidence, needless to say.



INVESTORS IN INDUSTRY



# Williamson Tea Holdings plc

## Chairman's Additional Remarks

Addressing the Annual General Meeting  
the Chairman, Mr R B Magor, said:

Since we went to press a month ago there has been a change in the Central Government in Delhi. It is premature to assess what may result but it is heartening to learn that the new Prime Minister Mr. V. P. Singh has said that both India's agriculture and export earnings will be encouraged. Incentives are indeed necessary if the Indian Government's tea production targets are ever to be reached.

I am happy to say that for the last few weeks tea prices at all markets have been very firm. This is because crops are down in Southern India and Sri Lanka due to climatic conditions; in the USSR because of the effects of the Chernobyl disaster, India's own consumption is increasing. The USSR are currently having to buy at most auction centres to make up both their own crop shortfall and the increasing Russian consumption.

At the moment the law of supply and demand is in producers favour. Therefore, as predicted in my printed statement there should be a significant increase in overseas profits for the nine month accounting period which ends on 31st March 1990.

It is an opportune moment to amplify what was said in the Directors Report regarding our tea distribution business. This is a new field for our Company which provides us with an opportunity to increase U.K. earnings by entering the distribution trade at the upper end of the market. We are selling pure Assam and Darjeeling teas and also good quality non-synthetically flavoured Earl Grey through The National Trust retail and catering outlets. We have pioneered the sale of totally pure growths such as Darjeeling and Assam, unblended with teas from other areas. This differs from many of the so-called speciality teas sold which are mixtures of growths.

The development of The National Trust tea sales will be expanded. In order to achieve this and to ensure proper quality control we purchased The Wamford Tea Trading Co. Ltd., a small packing factory which has now been relocated near Luton and re-equipped.

With this purchase came the acquisition of the Lifeboat brand, currently sold in some stores. The Lifeboat packet has been redesigned by us and endorsed by the Royal National Lifeboat Institution and we hope to increase sales and sell in other multiple outlets. The Lifeboat tea is good tea competitively priced, and for every packet bought by the public we make a contribution to the R.N.L.I.

Our objective is to generate profits in the U.K. itself to allow our dividend to be increased, but I must emphasise that this is a long term project and it will take time for these profits to come through. Consequently we shall continue at present to remain largely dependent on the receipt of dividends from our overseas subsidiaries to fund your Company's dividend.

### STAFF

Once again it is my pleasant duty to express our thanks for the work carried out by our staff overseas in India, Kenya and Tanzania and to all who manage and work on our Tea Estates in sometimes difficult and exacting conditions.

The report and accounts were adopted.

This advertisement is issued in accordance with the regulations of The Stock Exchange. It is expected that admission to the Official List of the 3.9375p Convertible Cumulative Preferred Shares of 5p each will become effective and that dealings will commence today, Friday, 15th December, 1989.

## LWV/T

### LWT (Holdings) plc

(Registered in England and Wales No. 2431622)

LWT (Holdings) plc is the holding company of a group whose principal activity is independent television programme contracting.

#### REORGANISATION OF CAPITAL

##### SHARE CAPITAL:

Authorised '000	Issued and fully paid '000
117,876	88,271
3,773	1,222
61	89,893
121,710	

Listing Particulars relating to the Company and to the Convertible Cumulative Preferred Shares will be available in the statistical services maintained by Exel Financial Limited from today, 15th December, 1989. Copies of the Listing Particulars may be obtained during normal business hours up to and including 18th December, 1989, by collection only, from the Company Announcements Office, The Stock Exchange, 45-50 Pinebury Square, London EC2, and on weekdays (excluding Saturdays) up to and including 29th December, 1989 from:

LWT (Holdings) plc South Bank Television Centre London SE1 9LT	Barclays de Zeebe Wedd Limited Elbinger House 2 Swan Lane London EC4R 3TS	De Zeebe & Beier Limited Elbinger House 2 Swan Lane London EC4R 3TS
--	--	--

Dated 15th December, 1989.

## THORNTON

Thornton are pleased to be able to notify investors of the re-opening of Stock Exchanges in the Philippines and the resumption of dealing in shares.



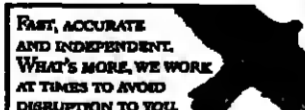
PROFITING FROM LOCAL KNOWLEDGE

ISSUED BY: THORNTON INVESTMENT MANAGEMENT LTD.  
A MEMBER OF IMRO & LAUTRO

### INTERNATIONAL PROPERTY

For details & rates please phone

CLIVE BOOTH  
01-873 4839.



### STOCKTAKING

FOR A FREE QUOTATION PLEASE TELEPHONE OR FAX

INVENTORY CONTROL SYSTEMS  
TEL: 0187 4794 FAX: 0187 4795

### SOCIETE NATIONALE DES CHEMINS DE FER FRANCAIS

12% Guaranteed Notes due 1992 with detachable warrants to purchase

USD 100,000,000 12% Guaranteed Notes due 1992

#### NOTICE OF FINAL REDEMPTION

Notice is hereby given that pursuant to the Terms and Conditions of the 12% Notes, all the remaining 12% notes to the principal amount of USD 100,000,000 are due for redemption on January 15th, 1990 at 101% at the office of the paying agent.

The Fiscal Agent: BANQUE NATIONALE DE PARIS (Luxembourg S.A.)

### FINANCIAL NOTICE

## MICHELIN EXPIRATION OF 1985-1989 WARRANTS

Holders of warrants issued by Compagnie Generale des Etablissements Michelin in 1985 and listed on the Paris Stock Exchange are reminded that the validity of such warrants expires on 31st December, 1989.

Each warrant entitles the holder, upon payment of FRF 1,400, to subscribe for 13.40 Michelin shares.

After 31st December, 1989, the warrants will cease to have any value; for all practical purposes, the exercise of warrants will not be possible after Friday 29th December, 1989.

Following a decision of the Paris Stock Exchange authorities, the warrants will not be listed after Tuesday 26th December, 1989.

## UK COMPANY NEWS

# Hoskyns' rise to £15.2m helps shares improve 35p

By Alan Cane

HOSKYN'S GROUP, the computer services company the major shareholder of which, Plessey, is now controlled by GEC and Siemens, fulfilled its half-year promise with a sparkling second-half performance.

It was the group's 12th successive year of growth and the market responded by pushing the price up 35p to 520p.

Pre-tax profits in the 12 months to October 31 rose by 60 per cent from £9.51m to £15.2m, on turnover up by 72 per cent to £188.7m (£110m). Earnings per share were 48 per cent higher at 23.5p (16.1p).

Mr Geoff Unwin, executive chairman, said that over the past 10 years earnings per share had risen at an average annual rate of 34 per cent. It was not until 1988 that the group's relationship with its new parents but it had done work for GEC and intended to work with Siemens.

The directors intend to seek shareholder approval for a one-for-one capitalisation issue. The aim is to improve the marketability of the shares and to increase the capital base "to an amount more appropriate to the groups' present size".

The recommended final dividend of 2.5p makes a total for the year of 4.2p.

Directors pointed out that the dividend quoted was based on the issued share capital prior to the issue and would be reduced pro rata if shareholder approval was obtained.

During the year, the group made three acquisitions - Programm Standard of West Germany, The Instruction Set and the training division of Datasolve - yet the underlying organic growth rate overall was 38 per cent.

### COMMENT

Hoskyns is now reaping the benefit of its long-term belief in facilities management (FM), which is now accepted as one of the most significant computing services trends. FM essentially involves running a customer's computer system on its behalf and frequently on its own premises. Hoskyns recognised the trend a decade ago. Now Mr Unwin reckons that it has between 60 and 70 per cent of the market, while FM operations constitute some 47 per cent of revenues. Almost a dozen UK companies entered the FM market this year, but Hoskyns should retain leadership; an effective operation involves the ability to mesh successive deals together for maximum efficiency and it takes time to acquire this skill. Sales of computer services have so far, been almost entirely confined to the UK, but Hoskyns plans to expand in Europe, which partly explains the acquisition of Programm Standard, a West German company selling specialised software on Digital Equipment hardware. Mr Unwin believes that Hoskyns will continue to grow faster than the market, although he accepts that this year's exceptional results are unlikely to be repeated. The company's traditional strengths in manufacturing software and its new expertise in Unix-based open systems, together with a determination to avoid risky defence contracts, suggest that his prediction will be fulfilled. A 1/2 of 22 on yesterday's figures looks broadly justified.



Trevor Osborne, joining the cheerleaders of caution: high interest rates "may translate to a lowering of tenant demand".

## Profits and assets advance at Speyhawk

By Paul Cheeseright, Property Correspondent

SPEYHAWK, the property development group, has lifted net assets by 56 per cent and pre-tax profits by 34 per cent in the year to September 30, taking advantage of the recent strength of the property market.

The fully diluted net asset value per share rose to 533p at the year-end, from 391p a year before. Over the past two years, the group, which has grown on the basis of property development for sale, has laid increasing stress on building up its asset value.

For the period under review pre-tax profits were £23.28m, against £17.32m, a rise which was in line with market expectations.

Fully diluted earnings per share were 58.5p (43p).

So there was little excitement on the market where Speyhawk shares rose 5p to 306p. Shareholders will receive a proposed final dividend of 10.5p (8.5p), bringing total payments for the year to 14p (12.5p).

Net profits came to £24.77m (£11.73m) as a result of an extraordinary item of £7.54m (nil) which arose from the surplus on the sale of the Ramada Renaissance Hotel in Brighton. Over the past year Speyhawk's profits were boosted by the sale of four central London properties, two of which were to foreign investors. But, outside this foreign activity, the market may be more difficult in the coming year.

Mr Trevor Osborne, chairman, noted that high interest rates will inevitably reduce business activity "and this may translate to a lowering of tenant demand in some areas".

This warning has become familiar among property company chairmen and Mr Osborne said: "The company's strategy is one of caution. We are increasing our marketing efforts and taking further steps to reduce the risk element of development projects."

### COMMENT

The stock market has regarded Speyhawk and other development companies with suspicion for the last two years, holding them on a lowly 1/2. With property returns turning down and Mr Osborne joining the cheerleaders of caution, there is not likely to be much immediate movement. Still, Speyhawk has some properties in the locker - two in the City of London and at Wimbledon, Bracknell and near Slough - the sale of which will boost profits this year. But under present conditions it is unrealistic to look for a rise this year in either profits or net asset value on anything like the 1988-89 scale. A nav of about 80p looks a reasonable guess, putting the shares on a prospective discount of 48.5 per cent.

## Compass meets forecasts with £25.1m in first year

By Andrew Hill

A YEAR after coming to the main market, Compass Group, the contract catering, health-care and building services company, has met analysts' expectations for its first full-year figures, reporting pre-tax profits of some £25.1m in the 53 weeks to October 1.

The figures, on a pro forma basis which assumes that the post- flotation capital structure existed for the last two years, compares with £19.5m in the 52 weeks to September 25 1988. Actual pre-tax profits were £23.2m, against £13.5m.

Earnings per share rose from 19.4p to 24.7p and the company recommended a final dividend of 6p, making 9p for the year against a pro forma equivalent of 7.2p. Turnover was up to £243m (£227m).

Compass, formed in a 1987 management buy-out from Grand Metropolitan, came to the market in December 1988. Only 68 per cent of the offer for sale was taken up at 245p per share, but since then the shares have risen to yesterday's close of 382p, up 2p.

The bulk of pro forma profits again came from Compass Services, the group's contract catering business which increased operating profits from £13.5m to £22.1m on turnover of £261m (£227m).

### COMMENT

The resilience of Compass shares during the recent market volatility is unsurprising, although it will have irritated investors who steered clear of the offer for sale last year. The group's core contract catering business is an ideal defensive activity: schoolchildren, office and factory-workers still have to eat during the day, even if they cut back on restaurant trips in the evening. What is more, the average length of Compass' catering contracts is now 6.6 years. The group came to the market with an established reputation for efficiency and organisation which would have been the envy of many market newcomers. Mr Robinson and his team seem to be continuing that, sensibly stepping back from larger acquisitions - such as the dozen private hospitals sold by HCA to Bupa for £22m earlier this year - if they consider the price to be wrong. Assuming pre-tax profits of, say, £29.5m for 1989-90, the shares look a strong buy on a prospective multiple of just below 12.5 times earnings.

they cut back on restaurant trips in the evening. What is more, the average length of Compass' catering contracts is now 6.6 years. The group came to the market with an established reputation for efficiency and organisation which would have been the envy of many market newcomers. Mr Robinson and his team seem to be continuing that, sensibly stepping back from larger acquisitions - such as the dozen private hospitals sold by HCA to Bupa for £22m earlier this year - if they consider the price to be wrong. Assuming pre-tax profits of, say, £29.5m for 1989-90, the shares look a strong buy on a prospective multiple of just below 12.5 times earnings.

## L&G paying £19m for estate agency

By David Barchard

LEGAL & GENERAL, the composite insurance group, yesterday entered the estate agency market by buying Whitegates, an 103-branch agency chain, from Provident Financial of Bradford for £19m.

The acquisition gives L&G, which until now has preferred to take small minority stakes in estate agencies rather than build up its own chain, considerable strength in the north of England.

Whitegates had been tied to L&G for the sale of life assurance products since last year and generates about 1.5 per cent of L&G's mortgage-related new premium income.

The agency had net assets of £2.16m at the end of 1988 with pre-tax profit for the year of £368,000. However, the tender document predicted a loss of £726,000 this year and warned potential buyers that the chain was expected to stay in loss in 1990. It includes 77 directly-owned branches and 26 franchise branches.

The £19m price was yesterday regarded as fairly high, given the depressed state of the market and the prospect of losses. It is, however, well below the £250,000 to £300,000 per branch which estate agency chains were fetching two years ago.

L&G yesterday declined to discuss its long term plans in the estate agency business. However, it may now be considering the purchase of agencies in southern England to help build up a nationwide chain.

It will have a long way to go before it matches the networks of estate agencies owned by rivals such as Prudential and Guardian Royal Exchange.

## IRELAND

### Enjoy a memorable Christmas in Mount Juliet

It would be hard to find a more memorable setting for your Christmas and New Year than Mount Juliet's 1,400 acre estate and Manor House Hotel.

St. John Keiller and his staff have been preparing a special welcome for their first three-day Christmas programme.

You can enjoy the following amenities:

- A fireplace in each room for Santa.
- A fine old traditional Christmas of fun and song.
- Excellent cuisine and fine wines.
- Eighteen miles of ponyriding and hunting.
- Europe's finest day target shoot.

\* Santa walks through the Estate, cycling and jangling.

Tarif £200.00 per person for three days inclusive.

Fly direct Ryanair Luton - Waterford only hour drive to Mount Juliet. Fly via Dublin, Sail Fishguard - Rosslare and drive a hour to Mount Juliet.

To make your reservation, phone or fax: St. John Keiller, General Manager, Mount Juliet, Thomastown, Co. Kilkenny, Ireland. Tel: 010-353-56-24455 Fax: 010-353-56-24822

### CORRECTION NOTICE

## Kansallis-Osake-Pankki

(Incorporated with limited liability in Finland)

Yen 10,000,000,000

Subordinated Floating Rate Notes Due 1991

Notice is hereby given that for the interest period from 14th December, 1989 to 14th June, 1990, the Notes will carry an Interest Rate of 4.46153% per annum. Interest payable on the relevant Interest Payment Date, 14th June, 1990 will amount to Yen 446,153 per Yen 10,000,000 Note.

Agent Bank  
Morgan Guaranty Trust Company of New York  
London

## Anglovaal Limited

(Reg. No. 050438006)  
Incorporated in the Republic of South Africa ("Anglovaal")

Notice of redemption of the 5 per cent cumulative redeemable second preference shares of R2 each ("the preference shares") in the capital of Anglovaal

The directors of Anglovaal have resolved to redeem the preference shares on 31 March 1990.

Notice is hereby given that, in accordance with the terms of the preference shares, the preference shares will be redeemed on 31 March 1990 at Johannesburg, South Africa at par plus a premium of 20 cents per share (i.e. a total of R2.20 per share, payable in the currency of the Republic of South Africa). A final preference dividend of 2,465746 cents per share will be paid for the period 1 January 1989 to 31 March 1989.

Applications have been made for the listings of the preference shares on The Johannesburg Stock Exchange and on The International Stock Exchange, London, to be terminated with effect from the close of business on Friday, 30 March 1990.

A notice to holders of the preference shares together with a form to facilitate the surrender of their share certificates, will be despatched to such holders today.

15 December 1989

## CLUBS

### EVE

has outlived the others because of a policy on fair play and value for money. Supper from 10-3.30 am. Disco and top musicians, glamorous hostesses, exciting floorshows.

01-734 0557.  
189, Regent St., London.

## BUSINESS OPPORTUNITIES

### GENEVA SWITZERLAND

Full Service is our Business  
International law and taxes  
Mailbox, telephone, telex and telecopier services  
Translation and secretarial services  
Formation, demission and administration of Swiss and Foreign companies.  
Full confidence and discretion assured.  
BUSINESS ADVISORY SERVICES S.A.  
7 Rue Mayor, 1207 Geneva  
Tel: 736 48 73  
Fax: 736 06 44

### MOTOR CAR ADVERTISING

appears every Saturday in

### WEEKEND FT.

REACH THE RIGHT READERS by advertising now

Telephone  
JOCELYN HUNTER  
01-873 3438

**CLAL FINANCE N.V.**  
US \$12,000,000 GUARANTEED FLOATING RATE NOTES 1990

The interest rate applicable to the above Notes in respect of the interest period commencing 15th December 1989 will be 9 1/8% per annum.

The interest amounting to US \$463.32 per US \$100,000 of Floating Rate Notes will be paid on 15th June 1990 subject to presentation of Coupon No. 9.

BARCLAYS BANK PLC  
Principal Paying Agent

bank leumi

### SENIORS LIMITED IN RECEIVERSHIP

NOTICE IS HEREBY GIVEN, pursuant to Section 48 of the Insolvency Act 1986, that a meeting of Creditors of the above named company will be held at 43 Temple Row, Birmingham, B2 5JT on Wednesday 20 December 1989 at 12.30 an estimated creditors' meeting in accordance with the said section and, if thought fit, appointing a Committee.

Creditors whose claims are wholly secured are not entitled to attend or vote at the meeting. Creditors who are partly secured may only vote in respect of the balance of the amount due to them after deducting the value of the security, as estimated by them. A creditor in respect of a debt due to, or secured by, a bill of exchange or promissory note must treat the liability of any person who is liable on the bill or promissory note as a security held by him (unless the other person is subject to a bankruptcy order or in liquidation).

Creditors wishing to vote at the above meeting must lodge a valid claim with the Receiver with us at Cork Quay, 43 Temple Row, Birmingham, B2 5JT no later than 12 noon on 19 December 1989. A form of proxy which, if intended to be used, must be lodged with us by that time.

DATED this 6th day of December 1989  
John F Powell and Ian H Carruthers  
Joint Administrators/Receivers



UK COMPANY NEWS

# Smith New Court declines to £2m

By Richard Waters

A LARGE holding in Ferranti International Signal has led to a substantial loss, thought to be about £2m, for Smith New Court, the securities firm.

As a result, the company yesterday passed its interim dividend, having omitted its final dividend last year.

It said that its trading performance had otherwise been sound and reported a pre-tax profit of £2m for the six months to October 27. This compared with £2.5m in the corresponding period last time.

Smith New Court would not comment on the Ferranti stake, except to state: "In the light of the alleged fraud

against Ferranti, the board is keeping its legal position under review.

The company is believed to have paid about 80p per share in July for a stake of more than 30m Ferranti shares. The vendor was Mr Jim Geurin, the former Ferranti deputy chairman.

The shares are valued in Smith New Court's accounts at their closing price on October 27, the end of its first half, when they stood at 56p apiece. This implies a loss of just under £2m, though the company would only describe it as "substantial".

Since then the shares have

fallen further, closing yesterday at 36p - implying a further £8m loss in the current period. Smith New Court refused to say whether it had sold any of the stake since the end of October.

**COMMENT**

Smith New Court's first half result says it all about the lopsided risk/reward ratio in the securities industry. A strong trading performance, resulting perhaps in pre-tax profits of £10m, all but wiped out by one big loss. Admittedly a Ferranti doesn't happen every day - but the big accidents that hit this particular neck of the

financial woods look all too common. In 1987 it was Black Monday (which Smith survived better than most), in 1988 it was the price war between UK equity market makers (which plunged Smith into a £15m second-half loss). Without Ferranti the pre-tax result would nearly have equalled the buoyant six months before the 1987 crash, and suggests that the company may be beginning to see some return from its investment in institutional sales and corporate finance. But if the company is still sitting on that Ferranti stake, the chances of a dividend at the year end may also be slim.

# Development capital side aids rise at Charterhouse

By David Lascelles, Banking Editor

CHARTERHOUSE, the merchant banking arm of the Royal Bank of Scotland Group, boosted annual profits by 18 per cent, mainly thanks to sharp growth in its development capital activities. Its stockbroking arm, Tilney, also turned an earlier loss into a profit.

The pre-tax result for the year ending September 30 rose from £34.6m to £40.5m. This included an unchanged contribution of £17.6m from merchant banking, £20.3m (£17.2m) from development capital, £1.5m (£0.4m loss) from stockbroking and £1.2m (£0.2m) from other activities.

Mr Victor Blank, chief executive, said the results showed that Charterhouse's ability to draw on a variety of skills and finance was paying off. The domestic corporate finance division was increasing its client base at a time when other banks' clients lists were falling. The bank's advisory work was also expanding internationally, with international revenues up 70 per cent.

Charterhouse is particularly active in the leveraged finance market. Mr Blank said that despite recent concern, there was little sign of a slackening in business in the small and medium-sized management buy-out market.

In spite of reports of leveraged deals being in jeopardy, the bank was involved in very few in which there was concern. Some provisions had been made, but these were very small.

Tilney, the stockbroking firm, was back in profit. It had recently expanded its coverage of the UK market and was also dealing in Continental stocks. Charterhouse's 18-month-old capital markets operations made profits of £2m.

# Former Cray directors claim they were misled into resigning

By Nikki Tall

FORMER directors of Cray Electronics, the electronic equipment supplier, are claiming that they were misled into resigning from the board with the promise of retained executive responsibilities and new service contracts.

Shortly after an extraordinary general meeting earlier this month, which installed a new boardroom team, and about fifteen minutes after being presented with new contracts, they were made redundant. Last night, the matter was in the hands of solicitors for the two directors involved.

Yesterday Mr Jon Richards, Cray's new managing director, said he could not comment in detail, given the possibility of litigation. He stressed that the dismissals were "not a personal thing" and should be seen in the context of the need to cut overheads. About 50 people were made redundant following the EGM, as the new board decided to abandon Cray's divisional head office structure.

As shareholders gathered again for the company's annual meeting yesterday, the solicitor representing the two directors, Dr Tim Simpson and Mr Malcolm Bishop, attempted to question the new board.

He made little headway with Sir Peter Michael, the former UEI director who has taken over as Cray's executive chairman. Sir Peter first suggested that the matter did not relate directly to the annual accounts, and then that, because he was a proxy-holder only, the legal representative was not allowed to speak.

Afterwards Mr David Swede of Finers, the London solicitors, said that he had intended to ask why his clients were misled into resigning, why a £30,000 cheque payable to Mr Bishop as compensation was stopped and whether the board intended to make provision to meet termination costs on the service agreements. In clarification, Mr Richards said that

the cheque was marked for representation, not bounced.

Mr Swede pointed out that in the circular to shareholders notifying them of the outcome of the recent independent accountants' review, which slashed previously-stated profits by two thirds, it was clearly stated that the directors in question had agreed to step down from the board, subject to the management buy-in going ahead. But it added that they will nevertheless continue to retain executive responsibility for their respective divisions.

Shareholders attending the AGM again expressed unhappiness at the situation in which Cray has found itself. One shareholder attempted to raise the question of the remuneration of Mr Bernard Collins, Cray's former chairman and chief executive. However, Sir Peter made clear that the matter was already under review and that he would not comment further.

# Associated Paper drops to £1.88m

By Andrew Bolger

ASSOCIATED PAPER Industries yesterday announced that its pre-tax profits had plunged from £7.29m to £1.88m in the year to September 30.

API, which operates in paper, stamping foils and air conditioning, said turnover had fallen to £79.6m (£87.4m). The shares fell 13p to 125p.

Mr Charles Rawlinson, chairman, said that although the group had invested heavily in new machinery, it still had too high a cost base and had suffered from quality and delivery problems.

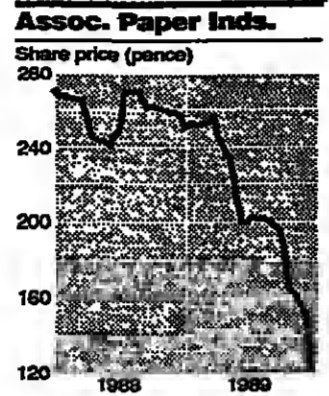
API sold its oldest converting packaging plant at Hollington, Cheshire, in April. The site was subsequently sold to Coated Papers, but the net cost of the disposal was still £808,000, which was taken as

an extraordinary item.

The Garnett paper mill, which lost market share as a result of a prolonged machine breakdown in 1988, had seen a falling demand for brown paper envelopes. In spite of considerable redundancies and reorganisation, it had been decided that its prospects were limited as the only remaining papermaking plant in API and it was therefore being put up for sale.

API Hydraulics, whose profits were slightly lower owing to a small reduction in sales, will also be sold.

Mr Rawlinson said that in the papermaking, paper and film converting division, the Poynton plant had a mixed year but earned substantial profits. At Staco profits were maintained and prospects were



good. Tenza had a difficult second half, during which work moved ahead on relocating part of its operations, which involved a significant building programme.

In the air conditioning market, Diffusion had substantially increased sales and had good prospects. Purification Products suffered a drop in sales of shoe insoles.

Earnings fell to 6.8p (25.2p). A final dividend of 4p (5.0p) cuts the total to 6.75p (8.8p).

**COMMENT**

API certainly had a woeful set of figures to explain. Rather bravely, they chose not to blame market conditions but admitted to in-house failures of training which led to inefficient use of new machinery, with particularly costly problems on the stamping foil side. Mr Missenden has started to address these problems and focus the business, but he has started on a long, hard slog at a time when margins and market share will be under siege. Forecast profits of £3m next year put it on a prospective multiple of 12.5. That seems generous, but is underpinned by a yield of 7 per cent and the suspicion that the current price, which has fallen from 258p this year, might attract a predator.

Charterhouse is particularly active in the leveraged finance market. Mr Blank said that despite recent concern, there was little sign of a slackening in business in the small and medium-sized management buy-out market.

In spite of reports of leveraged deals being in jeopardy, the bank was involved in very few in which there was concern. Some provisions had been made, but these were very small.

Tilney, the stockbroking firm, was back in profit. It had recently expanded its coverage of the UK market and was also dealing in Continental stocks. Charterhouse's 18-month-old capital markets operations made profits of £2m.

# Authority Invs shares drop 57p following £1.4m deficit

SHARES IN Authority Investments yesterday slumped 57p to 98p on the news that the financial services group dipped £1.4m into the red in the six months to October 31. It also announced that a review of operations had resulted in the group chairman moving to oversee activities of Authority Bank, which is being disposed of.

In the comparable period of

1988 the group made £1.68m pre-tax. Turnover in the first half fell to £3.63m (£4.95m). There is no interim dividend this time (3.25p).

Mr David Backhouse has resigned from the parent group to run the bank.

Lord Lever has retired as chairman of the bank and will temporarily add the duties of group chairman to those of president.

# Eliza Tinsley forecasts cut in annual profits

Eliza Tinsley, which makes and distributes chains and builders' hardware, is forecasting reduced profits for the year to March 31 1990.

Higher interest charges led to a small drop, from £368,000 to £548,000, in the first half pre-tax outcome and the second six months is not expected to reach the £341,000 of 1988-89 as sales to the building trade slow down.

Sales at the USM-quoted group for the period rose nearly 14 per cent to £7.45m (£6.55m). Operating profit moved up 4.5 cent to £534,000 (£507,000). Earnings fell to 4.65p (4.9p), but the interim dividend is again 1.8p.

# JFB forges ahead to £10.2m

By Jane Fuller

JOHNSON & Firth Brown, the specialist metals and engineering group, increased pre-tax profits by 33 per cent to £10.22m in the year to September 30.

With sales up 7 per cent at £106.5m and operating profits 5 per cent ahead at £8.95m, the main reasons for the year-on-year increase were the much-improved performance of associated companies and a slashed interest bill.

Mr George Hardie, finance director, said the group had

reduced gearing to 7 1/2 per cent by selling loss-making subsidiaries and activities, such as the Firth Vickers foundry, which did not fit with the focus on vacuum melting, forging and ring rolling.

The main improvement in associated companies had come at Thomas Bolton & Johnson, a copper bar processor jointly owned with BICC, which made about £2m compared with virtually nothing the year before.

The largest division is Firth

Rixson in Sheffield, which this year is likely to contribute 60 per cent of turnover and profit. Some 40 per cent of its specialist metals and alloys go to the aerospace industry, with Rolls Royce as a big customer.

In June the group made a loss-making acquisition, Ring Rolled Products from British Steel.

Earnings per share for the past year increased 37 per cent to 5.2p (3.8p) and the final dividend of 1.8p gives a total of 2.6p (2p).

# UK Land halved to £5.64m

UK Land, the property investor, dealer and developer, yesterday reported pre-tax profits halved from £11.25m to £5.64m for the year to September 30.

Earnings worked through at 82.5p (162.9p) and a final dividend of 14.5p (11p) is proposed.

## WHITECROFT

22% profit increase

Increase	Half-Year 30 Sept 1989	Half-Year 30 Sept 1988	Year 31 March 1989
Pre-tax profit	22% £7.34m	£6.03m	£15.37m
Earnings per share	14% 14.60p	12.79p	31.53p
Dividends	12% 4.60p	4.10p	13.80p

“The increased profit for this half-year again demonstrates the combined strength of our four divisions in their numerous markets in the UK and overseas. It is prudent to remain cautious about the effects of the UK economic climate, although the profits of recent months have been well above those of the same period last year.”

Tom Weatherby, Chairman

**WHITECROFT plc**  
 Textiles, Building Products, Lighting, Property Development  
 A copy of the Interim Report may be obtained from:  
 The Secretary, Whitecroft plc, Water Lane, Wilmslow, Cheshire SK9 5BX.  
 Telephone: 0625 524677.

## QATAR

The Financial Times proposes to publish a Survey on the above on

**22 February 1990**

For a full editorial synopsis and advertisement details, please contact:

Mrs Laurette Lecomte-Peacock

on 01-873 3515  
 Or Fax her on 01 873 3079:  
 Or Tlx 885033 FINTIM G

**FINANCIAL TIMES**  
 EUROPE'S BUSINESS NEWSPAPER

## “I am confident that Clydesdale Bank is now moving strongly forward and will be able to maintain its progress.”

“Profit before tax, at £58.7m, is considerably higher than ever before and represents a 48% increase over the annualised figure for the previous accounting period. The results confirm that the organisational changes which were made last year are beginning to bear fruit.”

“The figures reflect a most satisfactory performance and are indicative of the commitment and hard work contributed by everyone associated with the Bank.”

“We remain acutely conscious of the long term risks which arise from a period of high interest rates. The need to control inflation is vital but the possibility of an extended period of high interest rates is viewed with considerable concern.”

SIR ERIC YARROW, CHAIRMAN, CLYDESDALE BANK PLC

---

### FINANCIAL HIGHLIGHTS

	Year to 30 September 1989 £000	9 months to 30 September 1988 £000
Profit before taxation	58,682	29,780
Profit after taxation attributable to ordinary shareholders	36,402	18,705
Retained profit	27,402	15,305
Capital expenditure	20,787	7,577
Total assets at the year end	4,315,546	3,560,660

Copies of the Annual Report and Accounts are available on request from the Public Affairs Department.

**Clydesdale Bank**

CLYDESDALE BANK PLC, 30 ST VINCENT PLACE, GLASGOW G1 2HL.



UK COMPANY NEWS

GM Firth slips to £2m after provision

By Andrew Hill

INTERIM PROFITS slipped from £2.2m to £2.0m before tax at GM Firth (Holdings) as stock market uncertainty continued to affect the performance of the engineering and steel stockholding group's investment portfolio in the half-year to September 30.

contribution from the holding. Earnings per share during the half year dropped from 5.3p to 3.9p, but Firth maintained its interim dividend at 2.25p.

Arthur Lee spurns bid threat as profits soar

By Andrew Hill

ARTHUR LEE & Sons, the Sheffield-based steel and plastics group, yesterday reported record annual profits and again shrugged off the threat of a takeover by G1 Firth (Holdings), the engineer and steel stockholder which holds just under 20 per cent of the shares.

Borthwicks team restores profit

By Andrew Hill

THE NEW board and management at Borthwicks has "amplified" its aim of restoring profits in the first six monthly trading period of its reign.

despite an unfavourable market. Group sales in the 12 months were £84.5m (£184.3m) and operating profit was £390,000 (£1.07m). Exceptional debits came to £1.94m (credits £361,000). This comprised £355,000 for abandoning the processed meat project, reorganisation £758,000, plant write-offs £256,000, closure of the Swindon works £514,000, less £237,000 profit on assets sales in the second half.

CU pays £3m for stake in Turkish Bank

By David Barchard

COMMERCIAL UNION, the third largest UK composite insurance group, has bought a 10 per cent stake in Finansbank of Istanbul for £3.2m cash.

Fine Art shows 44% growth

By Andrew Hill

FINE ART Developments, the Bradford-based greeting cards maker and distributor, saw pre-tax profits in the six months to September 30 improve 44 per cent from £2.7m to £4.03m.

relating to its withdrawal from mail-order trading in Australia, retained profit was insufficient to cover the interim dividend of 2.3p (2p).

Turnround continues at Oceonics

By Andrew Hill

THE TURNROUND at Oceonics Group continued in line with expectations. For the six months ended September 30 1989 its pre-tax profit advanced to £1.01m, outstripping the comparative £67,000 and passing the £276,000 for the full 1988-89 year.

earnings per share rose from 4.4p to 5.01p. The interim dividend is maintained at 1.35p.

Eve forecasts £4m profit for full year

By Andrew Hill

Eve Group, the USM-quoted contracting and property development company, lifted taxable profits from £1.75m to £2.3m in the six months to end-September.

10% downturn to £6.2m at Bradstock

By Andrew Hill

Bradstock Group, the insurance and reinsurance broker, suffered a 10 per cent fall in pre-tax profits from £6.84m to £6.17m in the year to the end of September.

AH Ball limited to £0.6m in first period

By Andrew Hill

AH Ball, a layer of pipelines which came to the USM in June, reported pre-tax profits of £609,000 in the six months to September 30, against £570,000 in the corresponding period.

Modest increase at Watson & Philip

By Andrew Hill

A modest increase in annual pre-tax profits was reported by Watson & Philip, the Dundee-based food distributor.

City Site Estates approaches £7m

By Andrew Hill

A substantial rise in rental income and a surge in gains on the sale of investment properties enabled City Site Estates to lift pre-tax profits by 89 per cent from £3.7m to £6.94m in the year to September 30.

Record order book at GW Thornton

By Andrew Hill

GW Thornton Holdings, the USM-quoted precision forgings manufacturer, announced a 13 per cent expansion to £1.42m in taxable profits for the 12 months to September 30.

LEGAL NOTICES
Notice to holders of Bearer Warrants (the "Warrants") to subscribe Yen 5,088,000,000 for shares (the "Shares") of common stock of COPYER CO., LTD.

NOTICE OF REDEMPTION
MORTGAGE FUNDING CORPORATION NO. 1 PLC
Class A-1 Mortgage Backed Floating Rate Notes
Due March 2020

NOTICE IS HEREBY GIVEN to Bankers Trust Company Limited (the "Trustee") and to the holders of the Class A-1 Mortgage Backed Floating Rate Notes Due March 2020 (the "Class A-1 Notes") of Mortgage Funding Corporation No. 1 PLC (the "Issuer") that, pursuant to the Trust Deed dated 31st March, 1988 (the "Trust Deed"), between the Issuer and the Trustee, and the Agency Agreement dated 31st March, 1988 (the "Agency Agreement"), between the Issuer and Morgan Guaranty Trust Company of New York (the "Principal Paying Agent") and others, the Issuer has determined that in accordance with the Redemption provisions set out in the Terms and Conditions of the Class A-1 Notes, Available Capital Funds as defined in the Terms and Conditions in the amount of £23,000,000 will be utilized on 28th December, 1989 (the "Redemption Date") to redeem a like amount of Class A-1 Notes. The Class A-1 Notes selected by drawing in lots of £100,000 for redemption on the Redemption Date at a redemption price (the "Redemption Price") equal to their principal amount, together with accrued interest thereon are as follows:

Table with columns: Serial Number, Amount, Serial Number, Amount. Lists specific notes to be redeemed.

The Class A-1 Notes may be surrendered for redemption at the specified office of any of the Paying Agents, which are as follows:
Morgan Guaranty Trust Company of New York
PO Box 161
1 Angel Court
London EC2R 7AE

In respect of Bearer Class A-1 Notes, the Redemption Price will be paid upon presentation and surrender, on or after the Redemption Date, of such Notes together with all unattached coupons and income pertaining thereto. Such payment will be made (i) in sterling at the specified office of the Paying Agent in London or (ii) at the specified office of any Paying Agent listed above by sterling cheque drawn on, or at the option of the holder by transfer to a sterling account maintained by the payee with, a Town Clearing branch of a bank in London. On or after the Redemption Date interest shall cease to accrue on the Class A-1 Notes which are the subject of this Notice of Redemption.

MORTGAGE FUNDING CORPORATION NO. 1 PLC
By: MORGAN GUARANTY TRUST COMPANY OF NEW YORK, as Principal Paying Agent

NOTICE
Withholding of 20% of gross redemption proceeds of any payment made within the United States is required by the Internal Revenue Code of 1986 unless the issuer has a valid tax-exemption certificate or other documentation. Such payment will be made (i) in sterling at the specified office of the Paying Agent in London or (ii) at the specified office of any Paying Agent listed above by sterling cheque drawn on, or at the option of the holder by transfer to a sterling account maintained by the payee with, a Town Clearing branch of a bank in London. On or after the Redemption Date interest shall cease to accrue on the Class A-1 Notes which are the subject of this Notice of Redemption.

NOTICE OF REDEMPTION
Prudential Realty Securities III, Inc.
11 3/4% Guaranteed Sinking Fund Bonds Due January 15, 1992
Cusip Number 990316 XA

NOTICE IS HEREBY GIVEN that, pursuant to Section 7 (a) of the Terms and Conditions of the above-mentioned Bonds and in conformity with the Fiscal Agency Agreement dated as of January 15, 1986 among Prudential Realty Securities III, Inc. (the "Issuer"), Prudential Funding Corporation and The Chase Manhattan Bank (National Association) as Fiscal Agent, U.S. \$62,700,000 in principal amount of the above Bonds will be redeemed through operation of the sinking fund on January 15, 1990 (the "Redemption Date") at the principal amount thereof (the "Redemption Price") together with interest accrued to said Sinking Fund Redemption Date.

Table with columns: Serial Numbers, Serial Numbers, Serial Numbers, Serial Numbers. Lists bond serial numbers to be redeemed.

Interest on the Bonds to be redeemed will cease to accrue on and after the Sinking Fund Redemption Date and on said date the Redemption Price will become due and payable. Payment of the Bonds to be redeemed will be made upon presentation and surrender thereof together with all coupons outstanding subsequent to the Sinking Fund Redemption Date at any one of the following:

The Chase Manhattan Bank, N.A.
Woolpelt House, Coleman Street
London, EC2P 2JH, England
Banque de Commerce, S.A.
11/82 Avenue des Arts
B-1040 Brussels, Belgium

NOTICE OF REDEMPTION
Texaco Capital N.V.
(Unconditionally Guaranteed by Texaco Inc.)

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of Article 1.1 of the Fiscal Agency Agreement dated as of November 15, 1985, among Texaco Capital N.V. (the "Company"), Texaco Inc. (the "Guarantor") and The Chase Manhattan Bank (National Association) as Fiscal Agent, U.S. \$10,000,000 in principal amount of the above Bonds will be redeemed through operation of the sinking fund on January 15, 1990 (the "Redemption Date") at the principal amount thereof (the "Redemption Price") together with interest accrued to said Sinking Fund Redemption Date.

Commercial Aviation in the Asia-Pacific Region to the End of the Century and Beyond

The massive growth expected in the entire air transport infrastructure of the Asia-Pacific region and the challenges and problems it will generate, will be the subject of the Financial Times Conference to be held in Singapore on 12 & 13 February 1990, just before the Asia Aerospace '90 Exhibition.

- Speakers include:
..Tan Sri Abdul Aziz Abdul Rahman...
..Frederick W Bradley...
..Michael Donne, OBE...
..Dr Günter O Eser...
..Dr William Fromme...
..Louis F Harrington...
..Andrew J Herdman...Graham Howat...
..Stuart Iddles... Michael J S Jones...
..Mitsunari Kawano...Lim Chin Beng...
..Lim Hock San... Sir Colin Marshall...
..Charles Masfield... Henri Puel...
..Cecil C Rosen, III... Otto Schneider...
..Peter Sutch... Nicholas R Tomassetti...
..Dean D Thornton...

For information please return this advertisement, together with your business card, to:
Financial Times Conference Organisation
125 Jermyn Street, London SW1Y 4JF
Telephone: 01-925 2323
Telex 27347 FTCONF G Fax: 01-925 2125

TURNOVER INCREASED BY 72% TO £189M. PROFIT INCREASED BY 60% TO £152.2M. EPS UP 48% AT 23.9P AND THE 12th SUCCESSFUL YEAR OF GROWTH.
Measure this against the performance of other computer services companies.



THE PROPERTY MARKET

# The path laid down by British Land

By Paul Cheeseright

DUST in the share market has settled with remarkable speed over the British Land restructuring, the most ingenious piece of financial engineering in the sector for years, but deeper questions remain about its implications for other property companies.

Last week the share market was agog. British Land shares jumped 44p to 403p and the FT Property Share Index celebrated the restructuring on the Wednesday with a one per cent rise. Since then nothing. British Land shares have drifted off. So has the index which has been running at roughly the level of December 1988.

UBS Phillips & Drew noted that the run up in share prices cut the average discount to net asset value in the sector from 40 to 33.5 per cent but it has since widened to 35 per cent.

A main object of the British Land exercise was to overcome that discount. The means is to sell off the greater part of the British Land portfolio and put the rest into a new company.

Shareholders would have a payback through, first, dividends and share repurchases

and, second, a stake in New British Land, the new company. Put another way, shareholders would receive a one-off return closer to the market value of the British Land properties than they could expect from selling their shares.

Next Thursday shareholders will vote on the scheme. They will know of the market plaudits for the ingenuity of the scheme. They will have heard the voices of sharp criticism directed against the terms on which properties are transferred to New British Land, the level of management fees and the terms of the options in New British Land shares proposed for the management.

There are other management teams watching all of this very closely and other schemes will no doubt be produced to realise property values at a time when the share market is likely, on most estimates, to remain sluggish. With the direct property on a downward trend, there is little to stimulate a rise in share values.

This is the first point which leads to the conclusion that only a few companies will be

able, or want, to go down the path opened up by British Land.

The success of the British Land scheme depends on its ability to liquidate its portfolio over the next five years or so. But for the immediate future, its ability to do this depends on its ability to find buyers for whom a downward trend in a notoriously cyclical industry is of limited importance.

In other words, British Land in the near term is looking for overseas buyers, probably Japanese, possibly American, anxious to buy prominent buildings in central London. There are few buildings which meet the criteria. Interest in a key City of London building is one thing, but it is a moot point whether a Japanese insurance company would be quite so interested in, say, Hammons's shopping centre at Brent Cross or the Slough trading estate, owned by Slough Estates.

In this connection there are, in any case, tax concerns for the management and shareholders of any selling company. The British Land scheme

works for shareholders because of the ability to write off capital gains tax against advanced corporation tax and the equalisation of capital gains tax with corporation tax.

The discount of the share price traditionally has been largely attributable to the capital gains tax liability on the sale of a portfolio. But capital gains tax liabilities differ in their effect from portfolio to portfolio.

One finance manager noted that any company contemplating a British Land-type scheme would have to ask to what extent tax would swallow up funds raised for distribution to shareholders in the effort to bridge the gap between share price and net asset value. The bigger the gain in value before 1982, when capital gains tax liabilities were indexed, he suggested, the better the deal is likely to be.

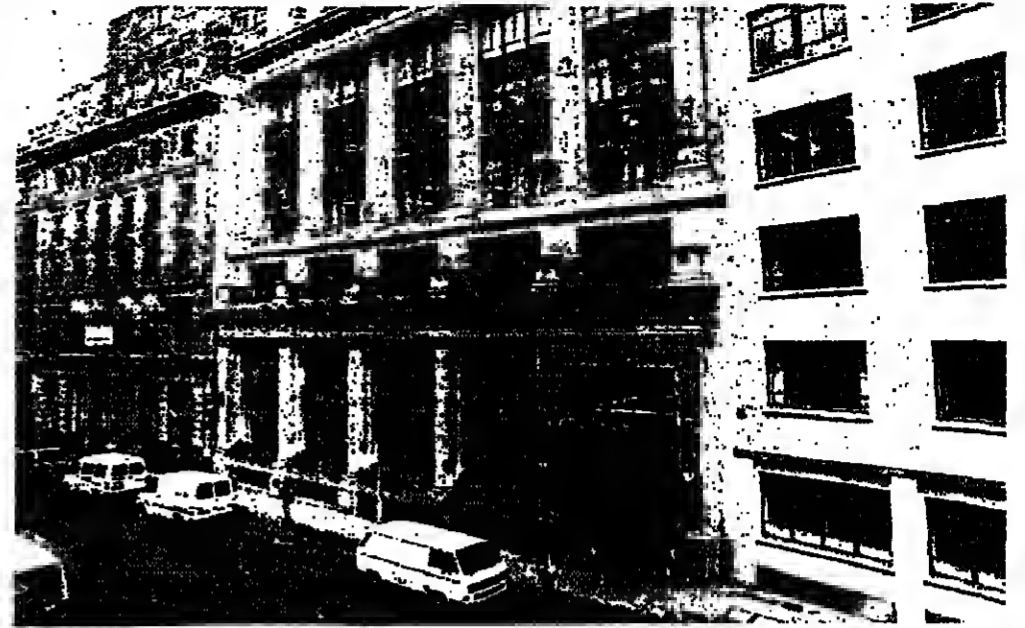
The implication here is that property companies with long-held portfolios are likely to be held by the property investment companies - Land Securities, MEPC, Hammons, Slough Estates, Great Portland Estates and so on.

But these companies simply do not see themselves as candidates for liquidation. Articles of association are likely to be tightly drawn. Those of Great Portland, for example, do not allow the distribution of capital surpluses. They see themselves as long term investments, defensive stocks. They do not wish to crystallise value. Rather they simply intend to go on creating it and providing a dividend stream.

If, then, the British Land example is to be followed in one guise or another, then it seems likely to be among the smaller or medium sized companies with an investment base but a development bias. What they will need, however, is a flexible system of funding which can be adapted to a reconstruction in a way that would be impossible with, for example, Land Securities' long term debt.

The companies most favoured by the market to go down this path are Wates City of London Properties and London & Edinburgh Trust.

But a key factor will be the attitude of the investing institutions. If British Land's scheme goes through next Thursday and it looks as if institutions accept the principle of this sort of restructuring, then there will be some financial architects quickly put to work.



PLANTATION House in the City of London is probably the most valuable asset of the British Land portfolio. And it has been there for a long time. British Land bought it in 1971 and, in the mid-1980s, added it to adjoining freeholds. There is over 350,000 square feet of office space and the possibility later on of redevelopment.

The second largest asset in the portfolio is Euston Centre on the north side of central London, where modernisation work on 500,000 square feet of space is taking place.

The two properties could probably raise around £600m for British Land, so they are

crucial in the liquidation of the portfolio. They are the sort of properties which, most obviously in the British Land portfolio, would be attractive to foreign buyers, now the main players in the London market for buildings of such size.

The total British Land portfolio, valued at £1.45bn, is abnormal among the large property groups in being heavily dominated by two such properties. This probably makes easier the sort of reconstruction which is being proposed, provided buyers can be found. It is freely speculated that Mr John Rithlat, the British Land chairman, has indeed

Year to October 89	RENTAL GROWTH (%)			
	Retail	Office	Industrial	All Property
Year to October 89	14.3	19.7	22.2	18.0
Quarter to October 89	2.9	3.3	4.7	3.4
Month of October 89	0.8	0.7	1.2	0.9

Source: Investment Property Database

DEVELOPERS • SURVEYORS • DEVELOPMENT CORPORATIONS • BANKS • INVESTORS

## THE FIRST INTERNATIONAL PROPERTY MARKET EXCLUSIVELY FOR PROFESSIONALS

Paris • France  
March 1990

*meet at MIPIM*

ROSEHAUGH (UK), LES NOUVEAUX CONSTRUCTEURS (France), REINHOLD INTERNATIONAL (Sweden), VALLEHERMOSO (Spain), PHILIPP HOLZMANN (West Germany), CITY OF MADRID (Spain), AUGUSTE THOUARD (France), COGEDIM (France), LA CAIXA (Spain), ARC UNION (France), IMRY MERCHANT (UK), REVILLA (Spain), WATERGLADE INTERNATIONAL (UK), SINVIM (France)...

Just some of the 100 leading names in the international property business who have chosen MIPIM.

MIPIM is the first International Property Market. Its aims: to bring together business partners; to spread information about new projects in development; and to brief the industry on national regulatory structures and the state of the world market.

**IF YOU ARE IN THE PROPERTY BUSINESS, MIPIM HAS BEEN CREATED FOR YOU.**

Contact Midea Organisation: London, David Schindler 01-528 0086 - Paris, Thierry Renault 1/45 05 14 03 - New York, Barney Bernhard 212 689 4220 - Tokyo, Lili Ono 3/312 38 67.

ACCOUNTANTS • LAWYERS • CONSTRUCTION COMPANIES • END-USER • ARCHITECTS

### France Nr. Lille MODERN WAREHOUSE/ MANUFACTURING PREMISES

Up to 500,000 sq. feet, but could split. Outstanding location on main Brussels Paris Autoroute. Provision for development of further 500,000 sq. feet. Rail access to site. Rolling cranes in part with 35 ton capacity. To lease from £1.50 per foot or would consider sale.

Ideal manufacturing/warehousing distribution.

**Folkard & Hayward** John Gorst  
Telephone: 01-935 7799

ATTENTION LANDLORDS & INVESTORS RENT REVIEW, RENOVATIONS AND SYNDICATION MANAGEMENT

Specializing in apartment buildings, aware of good investment. References available.

20 years experience in Property Management

10 years experience in Rent Review

For more information & appointment, call

**ATLAS PROPERTY MANAGEMENT INC.**  
643 Mount Pleasant Road, Suite 301  
Toronto, Ontario, M4B 2A7  
Telephone: 416 487 8291  
Fax 416 487 9051

### INVESTMENT OPPORTUNITIES

Industrial/B1 Park  
Royal NW10 from  
£124,500.

Sapcotes 021 233 1200.

### SHORT/LONG TERM

furnished offices in  
W1 - available now

01-734 7282

### TRADING ROOM IN ZURICH

Ideal opportunity for leasing a fully equipped trading room in the City of Zurich with 18 dealing and 3 back office positions. Fully cabled with SL1 telephone system, telex, fax, Reuters, etc. Fully air conditioned; situated beside Bahnhofstrasse. Immediate availability. Genuine companies only by fax + 44 1 258 8477 UK.

### BRUSSELS

Comfortable and luxurious offices with no parking problems 5 minutes from City centre For Sale.

1.250 square meters.

Please write to  
Mr M. Gilson  
Avenue de Mars 39, 1200 Brussels  
Tel. 02/734.1137

### LEGAL NOTICES

Notice to the Warrant Holders of  
**CANON SALES CO., INC.**  
U.S. \$100,000,000 1 3/8 per cent. Guaranteed Notes 1992

Pursuant to Clauses 3 and 4 of the instrument dated 30th June, 1987, the following notice is hereby given.

At the meeting of the Board of Directors of Canon Sales Co., Inc. held on 20th September, 1989, a resolution was adopted for the issue of new shares by way of free distribution, particulars of which are given below. Consequently, the Subscription Price of the captioned Warrants shall be adjusted, as specifically provided in paragraph 3, below:

- The free distribution of new shares will be made to shareholders of record as of 31st December, 1989, Japan Time, at a ratio of 0.1 for each one share held.
- The free distribution shall be made on 15th February, 1990, but the dividends for those new shares will accrue as from 1st January, 1990, Japan Time.
- Pursuant to condition 7 of the Warrants, the Subscription Price will be adjusted:

Current Subscription Price:	Yen 2,153.00
Adjusted Subscription Price:	Yen 1,956.80

\* The former adjustment (from Yen 2,153.00 to Yen 1,956.80) in July 1988 caused by the issuance of Swiss Francs 200,000,000 Convertible Notes 1988-1993, is carried forward for this adjustment.

The new Subscription Price will become effective on 1st January, 1990, which is immediately after the record date.

**CANON SALES CO., INC.**  
11-28, Minato 3-chome, Minato-ku, Tokyo, Japan.  
15th December, 1989

UNILINE ELECTRONICS LIMITED  
IN RECEIVERSHIP ELECTRONICS

NOTICE IS HEREBY GIVEN, pursuant to Section 46 of the Insolvency Act 1986, that a meeting of Creditors of the above named company will be held at Cork Gully, 43 Temple Row, Birmingham, B2 5JT on Tuesday 19th December 1989 at 10.00 am for the purpose of having laid before it the report prepared by the joint administrative receivers in accordance with the said section and, if thought fit, appointing a committee.

Creditors whose claims are wholly secured are not entitled to attend or vote at the meeting. Creditors who are partly secured may only vote in respect of the balance of the amount due to them after deducting the value of the security, as estimated by them. A creditor in respect of a debt due on, or secured by, a bill of exchange or promissory note must treat the liability of any person who is liable on the bill antecedently to the company as a security held by him (unless that other person is subject to a bankruptcy order or in liquidation).

Creditors wishing to vote at the above meeting must lodge a written statement of their claim with us at Cork Gully, 43 Temple Row, Birmingham, B2 5JT no later than 12 noon on 18 December 1989. A form of proxy which, if intended to be used, must also be lodged with us by that time.

DATED this fourth day of December 1989

John F. Powell and Ian M. Carruthers  
Joint Administrative Receivers

### BRIDLINGTON BAY

MAJOR DEVELOPMENT OPPORTUNITY

## EAST COAST MAJOR DEVELOPMENT

MARINA, HOUSING, LEISURE FACILITIES, SHOPPING, COMMERCIAL, SPORTING AND RECREATIONAL

Humberide County Council and East Yorkshire Borough Council are jointly presenting an exciting and innovative development on a substantial area of land located to the south of the major east coast resort of Bridlington.

The land extending to over 500 acres has a mile-long stretch of sea frontage and offers a unique opportunity for a comprehensive range of developments.

Interested Developers  
For further information please write to:  
Chief Property Services Officer,  
Humberide County Council,  
Conway Hall, Beverley,  
North Humberside,  
HU12 9BA,  
0476 800498

**HUMBERSIDE COUNTY COUNCIL** **EAST YORKSHIRE BOROUGH COUNCIL**

### SMALL OFFICE BUILDINGS EC1 & EC2

At our Smithfield office we are currently offering a choice of 15 individual buildings to buy or to lease from 1,600 sq. ft. to 15,000 sq. ft.

**BOSTON GILMORE**  
01-490 3366

### 18 Hole Golf Course

1 mile off the M25 on the Herts/Bucks/borders and on the underground Bakerloo Line. Full planning to include 18,000 sq.ft. of Clubhouse and Buildings. Offers invited.

Tel: 0344 882245  
0628 29839

### TAX SAVING FREEHOLD PROPERTY INVESTMENTS

## 100% TAX ALLOWANCE FOR INDIVIDUALS AND COMPANIES

New Freehold residential units in the better enterprise zones. Guaranteed rental incomes. Investments in Gateshead, Burnley, Middleborough, Spots, Wakefield, Southwark, Fenchurch Dock and Worthington.

Why pay Corporation Tax or Personal Taxes when you do not need to?

021 706 1492  
(Car: 0836 318049)

### A £440,000 FREEHOLD Investment Opportunity (incl. Rental Income)

New block of 4 maisonettes (2 x 2-bed, 2 x 3-bed) close to London's Docklands & City. Three units let for 1 year.

For more details contact:  
David Hasbury at Property File,  
6/8 Butcher row, London E1 9HF  
Tel: 01-265-9140/1

### INTERNATIONAL PROPERTY FINANCIAL TIMES FT Property Surveys

The Financial Times proposes to publish these surveys during 1990

26 January	Property Review	15 June	Office Property
9 February	Property Management	6 July	Property Investment & Finance
23 February	West End & Victoria Property	21 September	City of London Property
9 March	Restructuring Local Government Taxation	5 October	Glasgow Property
20 April	Property in Yorkshire	2 November	Port, Marina & Waterfront Developments
27 April	Relocation	23 November	London Mid-Town Property
11 May	Business Parks		
25 May	Property in the London Docklands		

For a full editorial synopsis and details of available advertisement positions, please contact  
**Tessa Taylor on 01-873 3269**  
or write to her at:  
Financial Times, One Southwark Bridge, London SE1 9HL



COMMODITIES AND AGRICULTURE

Scottish fishermen fear for industry's survival

By James Buxton, Scottish Correspondent

SCOTTISH FISHERMEN, who account for about two-thirds of Britain's fishing fleet, believe that the sharply reduced quotas being proposed by the European Commission are unjustified and gravely threaten the survival of their industry.

They say they are sceptical about scientific evidence of a drastic fall in stocks of haddock. But if the problem is as serious as the EC believes they say the Government should respond with a subsidy scheme for keeping boats in port, as well as with an officially-funded decommissioning operation.

"We're talking about the very survival of the Scottish fishing fleet," Mr George Sutherland, chairman of the Scottish White Fish Producers' Association, said in Edinburgh last night.

The news that the European Court has declared illegal British measures requiring that 75 per cent of the crews of boats fishing in British waters should be British - in order to keep foreign boats from taking British quotas - was "a very bad blow," Mr Sutherland said. "It just makes things worse. It puts more people back to catch the fish than there are."

Mr Sutherland, who had just returned from lobbying in Brussels, said that the Commission's proposed 1990 total allowable catch for haddock in the North Sea of 43,000 tonnes,



Fishermen do not believe sharp cuts in quotas are justified

of which Britain would be allowed 32,000 tonnes, would be exhausted within five or six months. This year's British quota of 54,000 tonnes had been used up in ten months.

He hoped the British Government would press for a quota at the top end of the range countenanced by the scientists. This would be a total TAC of 50,000 tonnes with Britain's share amounting to 38,000 tonnes.

Mr Sutherland said that EC proposals to keep boats in port for ten days a month were unworkable. His own boat only fished 160 days a year, so the

restriction would make no difference. If stocks really were in danger it would be better to have a scheme whereby boats were paid by the Government to tie up in port for alternate months. "You can't stop fishermen trying to earn their living. No one has the right to force a fisherman to tie up without paying him," he said.

The Government should also run a decommissioning scheme to reduce the size of the British fleet. Decommissioning was feasible if organised properly and must not take the most efficient boats out of service.

Tougher rules add to worries

By Tim Dickson in Brussels

BRITAIN'S NORTH SEA fishermen face tough new management rules - as well as deep cuts in their catches next year - under the European Commission's proposals.

Details of the Brussels package of fishing quotas emerged yesterday following the conclusion of talks with the Norwegian Government over areas of the North Sea which are jointly managed with Oslo.

Among the main points in the Commission's proposals are a cut in the Community's share of the TAC for North Sea cod from 115,750 tonnes this year to 97,000 tonnes for 1990, and a drop in the Community TAC for haddock from 68,000 tonnes to around 43,000 tonnes (in years past the equivalent figure has been over 300,000 tonnes). Both these species are of key importance to Britain's North Sea fishing fleet, with the UK entitled to 47 per cent of the cod TAC and 78 per cent of the haddock.

The new figures proposed for western mackerel and herring are broadly similar to those agreed for 1989.

Mr John Gummer, the UK's

Fisheries Minister, has said any increases in the TACs will have to be consistent with conservation objectives but he will also be concerned about several more specific issues. These include:

• A new footnote in the Commission's proposals which states that the Government will have to stop fishing for haddock in the Community total over a recent reference period and whose haddock landings total more than 40 per cent of their total landings to stop fishing for 10 days of each month. It is understood that the UK is sympathetic to the aim of better fisheries management but believes that this is a matter for member states to discuss with their domestic fishing industries.

• The so-called Hague Preference, a deal which gives Britain the right to more than its usual share of the EC's haddock quota when the overall quantities fall below a given level. Last year a compromise enabled the UK to boost its actual share from 78 per cent to 87 per cent of the total - this

time the need is even more pressing.

• Another new article in the regulations which says that once cod and haddock TACs are exhausted vessels would have to stop fishing for other species, including whiting and saithe. This is designed to tackle the problem of mixed fisheries where nets scoop up stocks which are then thrown back dead into the sea.

• The omission this year of a clause allowing fishermen to pursue migrating mackerel to the East of the so-called degree line - one of the boundaries of the relevant fisheries zone. Mr John Gummer, the UK's Fisheries Minister, will be anxious to get this concession re-instated since it enabled UK fishermen to catch an additional 36,000 tonnes of mackerel last year.

The Commission and the French Presidency, meanwhile, will have to balance Britain's demands against Spanish fury following the EC's agreement with Greenland and Canada, Irish unhappiness over mackerel, and other specific Danish, German and Belgian concerns.

UK and US groups in Soviet aluminium venture

By Kenneth Gooding, Mining Correspondent

A JOINT venture group involving UK, US and Soviet organisations has been formed to build and operate a new aluminium smelter in the Soviet Union and to modernise an existing smelter at Irkutsk in southern Siberia for SovAluminiy which claims to be the biggest aluminium producer in the world.

The proposed new smelter will have the capacity to produce 180,000 tonnes of aluminium a year. The Irkutsk smelter has an annual capacity of 250,000 tonnes.

Mr Paul Brauner, chairman of International Engineering Consultants (UK), a London-based engineering and project management group which promoted the scheme, said that at least \$200m-worth of non-Soviet equipment would be required and he hoped that UK companies would provide the lion's share.

Payment would be in the form of primary aluminium from SovAluminiy's extra output. UK organisations would provide lines of credit.

The project will link computer technology developed by Kaiser Aluminium and Chemical Corporation of the US with large, modern cells designed by the VamI Institute of Leningrad.

Mr Nikolai Kalushsky, a director of both VamI and SovAluminiy, said the proposed scheme fulfilled Soviet demands to have foreign partners involved in the operation of joint-venture projects rather than simply providing equipment.

The Soviet Union should be

able to export more aluminium by calling on the marketing expertise of its partners, he said.

Under the terms of the preliminary agreement, a UK-based company, Baykal Aluminium, has been set up to carry through the project. IEC and Kaiser will share 50 per cent of the project with SovAluminiy, VamI and the Irkutsk smelter taking the other half.

Irkutsk is located about 50 miles from Lake Baikal, the largest and deepest fresh water lake in the world, covering 11,500 square miles and containing 17 per cent of the world's fresh water resources.

"Protection of this vital area from the sulphur and fluoride which present smelters open into the air is a major factor in

forcing the pace for a speedy solution to these problems," said Mr Brauner.

SovAluminiy is a recently-established Soviet organisation which represents the interests of the country's 14 primary aluminium smelters and associated bauxite and alumina industries.

Mr Brauner said that most aluminium production in the Soviet Union was still based on the old-fashioned Soderberg process which was unacceptable today because of concerns about pollution.

Mr Yuriy Makhalov, director of Irkutsk VamI, said that about half the Soviet's 14 smelters needed to be brought up to date and some were constructed 30 years ago. However, others were producing high-quality aluminium - the

three Siberian smelters were selling metal to practically every country in the world, he insisted.

As usual, the Soviet delegates refused to give any details about the industry's capacity or output.

The partners expect, subject to finalisation of contracts, that the first nine test cells combining the US and Soviet technology will be installed at Irkutsk early next year.

The US partner, IEC, previously initiated the construction of a 555m aluminium smelter in Bahrain (120,000 tonnes a year) in 1969 and a \$1.2bn, 124,000 tonnes a year, smelter in Dubai in 1977. Its other best-known project was the Cerro Verde copper plant in Peru which came on stream in 1977.

Cocoa price at fresh 14-year low

By David Blackwell

COCOA PRICES sank to fresh 14-year lows on the London Futures and Options Exchange (F&O) yesterday as reports circulated of large producer sales.

One rumour suggested that a leading French trader had clinched a deal for 60,000 tonnes with the Ivory Coast, the world's biggest producer.

"This really smashed the price," said one dealer yesterday. The March position in London shed 2.37 to close at \$526 a tonne and in New York prices continued falling.

Prices are now getting near the level where even low-cost producers would be losing money. Some Malaysian estates are already believed to be making losses, leaving only the Indonesians making any profit at all, analysts said.

The Ivory Coast is in a particularly difficult position; it has already cut the price it pays to farmers in half this year, and is unlikely to make any further cuts. The country also has a huge amount of cocoa to sell, and every time it makes a large sale the price tumbles even further.

At the same time manufacturers, well aware of the overhang of cocoa supplies, see no need to cover themselves by holding cocoa. "All the warehouses in Europe are chock-a-block with cocoa," one analyst said yesterday.

Meanwhile the International Cocoa Organisation's executive committee was meeting in London yesterday and today to review the market situation and administrative matters. It is not thought that any firm decisions about the future of the cocoa agreement will be taken at this week's talks.

Red tape ties up Brazilian sugar exports

By John Barham in Sao Paulo

US officials hope that a bureaucratic tangle-up that has delayed Brazilian sugar exports could be solved soon.

Brazilian officials misgivings over an unorthodox export arrangement have held up shipments of sugar to the US to fill Brazil's sugar quota.

An American official said: "We want them to ship now. We are facing a tight market and we need that sugar." He explained that the Government had approved an unusual export arrangement in November to overcome shortages and meet its commitments to sugar traders.

Mr Paulo Sergio de Souza, an official of the Government's Sugar and Alcohol Institute (IAA), said: "This no longer has

anything to do with the IAA. It now depends on the foreign trade department which has delayed issuing export licenses."

However, the American official said that the foreign trade department was suspicious about a possible \$30m loss to the country, and bumped the paperwork up to the Bank of Brazil, which pushed it on to the Finance Ministry, which passed it on to the Trade and Development Ministry. Now it's working its way back down the chain.

He added that sanctions could be lifted, because export houses and not Brazil, would be the first to suffer from suspension of Brazil's quotas. This is because the IAA transferred its 1989 US quotas

60,000 tonnes has been shipped so far.

The US limits access to its domestic market by distributing import quotas, but pays prices above the world market. American negotiators have threatened that Brazil could lose all or part of its 1989 quota unless shipments are made on time.

However, the official admitted that if the quota was cancelled, "it would not be easy to find the sugar on the open market."

He added that sanctions could be lifted, because export houses and not Brazil, would be the first to suffer from suspension of Brazil's quotas. This is because the IAA transferred its 1989 US quotas

Carnations give Cretans a rare success

Kerin Hope reports on the flowering of one farm sector while traditional exports suffer

THE VILLAGERS of Thrapsano are famous for their skill at growing "pithou", the tall, Air Ballo-style jars in which Cretan olive oil and wine are traditionally stored. The local red clay, however, happens to be as suitable for growing carnations as it is for making pottery. A flower producers' co-operative set up four years ago has helped small growers to more than 220m drachmas (\$900,000), of which more than a third comes from exports.

In addition to sending carnations weekly to Britain and West Germany between November and May, the 400-odd growers have become the first Greek farmers to export regularly to Japan. "The Japanese market is by far the most profitable, but you have to be well organised to meet their standards for quality," says Mr Zacharias Klados, the co-operative's agronomist.

The major expense for the growers at the moment is buying carnation cuttings from the Netherlands, but next year locally produced cuttings should be available, reducing planting costs by 50 per cent.

The co-operative is also experimenting with heating greenhouses to boost winter production and plans to set up a laboratory for studying soil conditions and garden flower diseases, with funds provided by the EC Mediterranean programmes.

But the Thrapsano farmers' success is a rare achievement these days in Crete, one of Greece's three major agricultural regions. The island's first and traditionally high-earning products, sultana grapes and winter cucumbers are under threat, while agribusiness expertise has been slow to develop.

badly hit by phyloxera, which reached the island 12 years ago. With the help of EC grants, farmers are now replanting with the disease-resistant American vine, but many elderly growers simply prefer to retire.

"Round here, a fair number of vineyards will be left unworked. Young people would rather work in tourism than farming," says Mr Marinos Fassoulakis, a farmer in the village of Kroussanas, 12 miles from the northern coast where huge hotel complexes have proliferated.

For the 30,000 families affected by the spread of phyloxera, replanting means a three-year loss of income. The 170,000-drachma grant per etremna (1,000 sq m), covers the cost provided the farmer and his relatives do the work themselves. Cretan farmers also complain that greenhouse pro-

duction of winter cucumbers now faces stiff competition from Dutch growers using heated greenhouses and Spanish producers.

"Our advantage in being further south than anyone else in the Community doesn't count for much any more, especially since Spanish farmers are nearer to the markets," says Mr George Stavroulakis, the village secretary in Sivas in the southern Messara district.

Although Crete is well-served with airports, cucumbers and table grapes still travel by truck on the overnight ferry to Athens, a three-day drive from the island. "My belief is that the future lies in the old-fashioned products, oil and wine, properly marketed. We'd pay a lot to get the right people to promote them," says Mr George Polyzoakis, president of the Pesa co-operative's union, the largest on the island.

WORLD COMMODITIES PRICES

LONDON MARKETS

GAS OIL futures on the IPE closed sharply down yesterday in a technical correction after being overbought during the recent price run-up following cold weather in Europe and in the US. On the bullion market gold continued to retreat, although closing ahead of earlier levels. With overall sentiment still constructive, many traders saw the afternoon dip as an opportunity to buy, dealers said. On the LME, copper closed down. On the market was more inclined to cite the influence of sharp reductions in major oil producer sales than to follow Commodex, which rallied on Wednesday on less gloomy predictions for the US economy. Lead prices moved further ahead - Asarco raised its list price to 40 cents a lb and it follows, it could indicate that the recent sluggish spell in the US physical market is over, traders said.

Table with columns: Close, Previous, High/Low for COCOA - London FOX (t/tonne) including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec prices.

Table with columns: Close, Previous, High/Low for COPPER - London FOX (t/tonne) including Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec prices.

Table with columns: Close, Previous, High/Low for SUGAR - London FOX (t/tonne) including Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec prices.

Table with columns: Close, Previous, High/Low for SOYBEAN MEAL - BFE (t/tonne) including Feb, Apr, Jun, Aug, Oct, Dec prices.

Table with columns: Close, Previous, High/Low for SOYBEAN MEAL - BFE (t/tonne) including Feb, Apr, Jun, Aug, Oct, Dec prices.

Table with columns: Close, Previous, High/Low for SOYBEAN MEAL - BFE (t/tonne) including Feb, Apr, Jun, Aug, Oct, Dec prices.

LONDON BRITISH BULLION MARKET

Table with columns: Close, Previous, High/Low for Gold (t/tonne) and Silver (t/tonne) including 24hr, 2hr, 1hr, 30min, 15min prices.

Table with columns: Close, Previous, High/Low for Gold (t/tonne) and Silver (t/tonne) including 24hr, 2hr, 1hr, 30min, 15min prices.

Table with columns: Close, Previous, High/Low for Gold (t/tonne) and Silver (t/tonne) including 24hr, 2hr, 1hr, 30min, 15min prices.

Table with columns: Close, Previous, High/Low for Gold (t/tonne) and Silver (t/tonne) including 24hr, 2hr, 1hr, 30min, 15min prices.

Table with columns: Close, Previous, High/Low for Gold (t/tonne) and Silver (t/tonne) including 24hr, 2hr, 1hr, 30min, 15min prices.

Table with columns: Close, Previous, High/Low for Gold (t/tonne) and Silver (t/tonne) including 24hr, 2hr, 1hr, 30min, 15min prices.

US MARKETS

IN THE METALS, gold futures had a choppy session after Wednesday's heavy declines. Early carryover selling was offset by short covering later in the session. Prices closed nearly unchanged. Platinum and silver closed higher with commission houses featured buyers. Copper fell as commission house selling of the spot December was seen in the soft. Cocoa sank 38 cents March to close at 98. Heavy volume was noted. Sugar and coffee were dominated by the local traders. The grains were mixed with most of the trading taking place early in the day. Prices away around unchanged levels for the remainder of the session. The livestock had higher belly prices due to technical action. Live hogs and cattle gained from some commission house activity. Sell stops pushed cotton prices down in brisk trading. The energy complex had two-sided action in most markets. Heating oil was weak as some scattered profit taking prevented rallies.

Table with columns: Close, Previous, High/Low for HIGH GRADE COPPER 25,000 lbs. cents/lb including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for HIGH GRADE COPPER 25,000 lbs. cents/lb including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for HIGH GRADE COPPER 25,000 lbs. cents/lb including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for HIGH GRADE COPPER 25,000 lbs. cents/lb including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

US MARKETS

IN THE METALS, gold futures had a choppy session after Wednesday's heavy declines. Early carryover selling was offset by short covering later in the session. Prices closed nearly unchanged. Platinum and silver closed higher with commission houses featured buyers. Copper fell as commission house selling of the spot December was seen in the soft. Cocoa sank 38 cents March to close at 98. Heavy volume was noted. Sugar and coffee were dominated by the local traders. The grains were mixed with most of the trading taking place early in the day. Prices away around unchanged levels for the remainder of the session. The livestock had higher belly prices due to technical action. Live hogs and cattle gained from some commission house activity. Sell stops pushed cotton prices down in brisk trading. The energy complex had two-sided action in most markets. Heating oil was weak as some scattered profit taking prevented rallies.

Table with columns: Close, Previous, High/Low for HIGH GRADE COPPER 25,000 lbs. cents/lb including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for HIGH GRADE COPPER 25,000 lbs. cents/lb including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for HIGH GRADE COPPER 25,000 lbs. cents/lb including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for HIGH GRADE COPPER 25,000 lbs. cents/lb including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

US MARKETS

IN THE METALS, gold futures had a choppy session after Wednesday's heavy declines. Early carryover selling was offset by short covering later in the session. Prices closed nearly unchanged. Platinum and silver closed higher with commission houses featured buyers. Copper fell as commission house selling of the spot December was seen in the soft. Cocoa sank 38 cents March to close at 98. Heavy volume was noted. Sugar and coffee were dominated by the local traders. The grains were mixed with most of the trading taking place early in the day. Prices away around unchanged levels for the remainder of the session. The livestock had higher belly prices due to technical action. Live hogs and cattle gained from some commission house activity. Sell stops pushed cotton prices down in brisk trading. The energy complex had two-sided action in most markets. Heating oil was weak as some scattered profit taking prevented rallies.

Table with columns: Close, Previous, High/Low for HIGH GRADE COPPER 25,000 lbs. cents/lb including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for HIGH GRADE COPPER 25,000 lbs. cents/lb including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for HIGH GRADE COPPER 25,000 lbs. cents/lb including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for HIGH GRADE COPPER 25,000 lbs. cents/lb including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Chicago

Table with columns: Close, Previous, High/Low for SOYBEAN 5,000 bu min cents/bush including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for SOYBEAN 5,000 bu min cents/bush including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for SOYBEAN 5,000 bu min cents/bush including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for SOYBEAN 5,000 bu min cents/bush including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for SOYBEAN 5,000 bu min cents/bush including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for SOYBEAN 5,000 bu min cents/bush including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Chicago

Table with columns: Close, Previous, High/Low for SOYBEAN 5,000 bu min cents/bush including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for SOYBEAN 5,000 bu min cents/bush including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for SOYBEAN 5,000 bu min cents/bush including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for SOYBEAN 5,000 bu min cents/bush including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for SOYBEAN 5,000 bu min cents/bush including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Table with columns: Close, Previous, High/Low for SOYBEAN 5,000 bu min cents/bush including Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov prices.

Prices are in US dollars unless otherwise stated. All prices are for 100 lbs or 100 bush unless otherwise stated. All prices are for 100 lbs or 100 bush unless otherwise stated.







FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-895-2128

AUTHORISED UNIT TRUSTS

Main table containing unit trust information, organized into columns for various trust categories and their respective prices.

GUIDE TO UNIT TRUST PRICING. Text explaining how unit trust prices are calculated, including details on bid and offer prices, and the impact of commission charges.

Handwritten signature or mark at the bottom center of the page.



FT UNIT TRUST INFORMATION SERVICE

For Current Unit Trust Prices on any telephone ring direct-0886 4 + five digit code (listed below). Calls charged at 38p per minute peak and 25p off peak, inc VAT

Main table containing unit trust information with columns for company name, unit price, and other financial details. Includes sub-sections like 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

OTHER UK UNIT TRUSTS

INSURANCES

Continued on next page







FT UNIT TRUST INFORMATION SERVICE

Table containing FT Unit Trust Information Service data, including sections for Isle of Man, Luxembourg, and Other Offshore Funds. Each entry lists fund names, managers, and performance metrics.

LONDON SHARE SERVICE

Table containing London Share Service data, including sections for British Funds, Foreign Bonds & Rails, Americans, Money Market Trust Funds, and Money Market Bank Accounts. Each entry lists fund names, managers, and performance metrics.







LONDON SHARE SERVICE

Latest Share Prices are available on FT Cylifline. To obtain your free Share Code Booklet ring the FT Cylifline help desk on 01-925-2128

هكذا أصل

LEISURE

Table of share prices for Leisure sector including companies like Leisure Group, Leisure World, etc.

PAPER, PRINTING, ADVERTISING - Cont'd

Table of share prices for Paper, Printing, Advertising sector including companies like Newsprint, etc.

TRANSPORT

Table of share prices for Transport sector including companies like British Airways, etc.

TRUSTS, FINANCE, LAND - Cont'd

Table of share prices for Trusts, Finance, Land sector including companies like British Land, etc.

OIL AND GAS - Cont'd

Table of share prices for Oil and Gas sector including companies like BP, etc.

MINES - Cont'd

Table of share prices for Mines sector including companies like Anglo American, etc.

MOTORS, AIRCRAFT TRADES

Table of share prices for Motors, Aircraft Trades sector including companies like Rover, etc.

PROPERTY

Table of share prices for Property sector including companies like British Land, etc.

TRUSTS, FINANCE, LAND

Table of share prices for Trusts, Finance, Land sector including companies like British Land, etc.

TRUSTS, FINANCE, LAND - Cont'd

Table of share prices for Trusts, Finance, Land sector including companies like British Land, etc.

OIL AND GAS - Cont'd

Table of share prices for Oil and Gas sector including companies like BP, etc.

MINES - Cont'd

Table of share prices for Mines sector including companies like Anglo American, etc.

COMMERCIAL VEHICLES

Table of share prices for Commercial Vehicles sector including companies like Leyland, etc.

PROPERTY

Table of share prices for Property sector including companies like British Land, etc.

TRUSTS, FINANCE, LAND

Table of share prices for Trusts, Finance, Land sector including companies like British Land, etc.

TRUSTS, FINANCE, LAND - Cont'd

Table of share prices for Trusts, Finance, Land sector including companies like British Land, etc.

OIL AND GAS - Cont'd

Table of share prices for Oil and Gas sector including companies like BP, etc.

MINES - Cont'd

Table of share prices for Mines sector including companies like Anglo American, etc.

NEWSPAPERS, PUBLISHERS

Table of share prices for Newspapers, Publishers sector including companies like Newsprint, etc.

PAPER, PRINTING, ADVERTISING

Table of share prices for Paper, Printing, Advertising sector including companies like Newsprint, etc.

TRANSPORT

Table of share prices for Transport sector including companies like British Airways, etc.

TRUSTS, FINANCE, LAND - Cont'd

Table of share prices for Trusts, Finance, Land sector including companies like British Land, etc.

OIL AND GAS - Cont'd

Table of share prices for Oil and Gas sector including companies like BP, etc.

MINES - Cont'd

Table of share prices for Mines sector including companies like Anglo American, etc.

SHOES AND LEATHER

Table of share prices for Shoes and Leather sector including companies like Clarks, etc.

SOUTH AFRICANS

Table of share prices for South Africans sector including companies like Anglo American, etc.

TEXTILES

Table of share prices for Textiles sector including companies like Burberry, etc.

TOBACCO

Table of share prices for Tobacco sector including companies like British American Tobacco, etc.

OVERSEAS TRADERS

Table of share prices for Overseas Traders sector including companies like Anglo American, etc.

PLANTATIONS

Table of share prices for Plantations sector including companies like Anglo American, etc.

This service is available to every Company listed in the Stock Exchange throughout the life of the FT Cylifline help desk on 01-925-2128



CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

D-Mark stalls before data

The D-Mark stalled yesterday after its recent strong advance as currency dealers braced themselves for a batch of economic data released later today in the US and the UK.

According to a survey of analysts by MMS International, the financial research group, November producer prices rose by 0.2 per cent from 0.4 per cent in October, while the October trade deficit widened to \$9.0bn from \$7.9bn in September.

Bank of England, rose 0.1 to 68.1. Sterling was unchanged to slightly lower as dealers reacted to a larger-than-expected upward revision to the UK's third quarter current account deficit, and other statistics that indicated that the labour market remains tight and is exerting an upward pressure on wage costs.

But while the speed of the D-Mark's revelation has led many traders to believe it will suffer a "downward correction", analysts contended it could rise further. Mr Amstad said: "West Germany's loose fiscal and tight monetary policies are a classic recipe for a strong currency."

This dollar closed at DM1.7370 from DM1.7400 on Wednesday, at Y144.05 from Y144.10, at SF1.5635 from SF1.5750, and at FF5.9400 from FF5.9475. The dollar's index, as calculated by the

Sterling closed unchanged at DM2.7750, at \$1.5970 from \$1.5950, at SF2.4975 from SF2.5125, at Y230.00 from Y229.75, and unchanged at FF4.4850. Sterling's index closed 0.2 lower at 85.5.

EURO-CURRENCY INTEREST RATES

Table with columns for currency (Sterling, US Dollar, etc.), term (3 months, 6 months, 1 year), and interest rate.

£ IN NEW YORK

Table showing exchange rates for £ in New York for various currencies.

STERLING INDEX

Table showing the Sterling Index for various countries and currencies.

CURRENCY RATES

Table showing currency rates for various countries including Sterling, US Dollar, and others.

OTHER CURRENCIES

Table showing other currencies such as Argentine, Australian, and others.

FINANCIAL FUTURES AND OPTIONS

Table of financial futures and options including US Treasury Bills, Eurodollar, and others.

CHICAGO

Table of Chicago market data including US Treasury Bills and Eurodollar.

EURO-DOLLAR

Table of Euro-Dollar market data.

US TREASURY BILLS

Table of US Treasury Bills market data.

THREE-MONTH EURO-DOLLAR

Table of three-month Euro-Dollar market data.

EUROPEAN OPTIONS EXCHANGE

Table of European Options Exchange data for various currencies and terms.

FINANCIAL FUTURES AND OPTIONS

Table of financial futures and options including US Treasury Bills, Eurodollar, and others.

CHICAGO

Table of Chicago market data including US Treasury Bills and Eurodollar.

EURO-DOLLAR

Table of Euro-Dollar market data.

US TREASURY BILLS

Table of US Treasury Bills market data.

THREE-MONTH EURO-DOLLAR

Table of three-month Euro-Dollar market data.

EUROPEAN OPTIONS EXCHANGE

Table of European Options Exchange data for various currencies and terms.

KANEMATSU-GOSHO LTD.

KANEMATSU CORPORATION

U.S. \$75,000,000 8 1/2% Guaranteed Notes due 1994. U.S. \$120,000,000 4 1/4% Guaranteed Bonds due 1998 with Warrants.

GRANVILLE SPONSORED SECURITIES

Table of Granville Sponsored Securities including various stocks and bonds.

MONEY MARKETS

Key rate steady

UK money market rates were steady yesterday as sterling traded at slightly lower levels after the higher-than-expected revision to the UK third quarter current account data.

FT LONDON INTERBANK FIXING

Table of FT London Interbank Fixing rates for various currencies.

MONEY RATES

Table of Money Rates for various currencies and terms.

LONDON MONEY RATES

Table of London Money Rates for various currencies and terms.

EXCHANGE CROSS RATES

Table of Exchange Cross Rates for various currencies.

BASE LENDING RATES

Table of Base Lending Rates for various banks.

CLASSIFIED ADVERTISEMENT RATES

Table of Classified Advertisement Rates for various services.

NEW YORK

Table of New York market data including Treasury Bills and Bonds.

LONDON

Table of London market data including Money Rates and Lending Rates.

NEW YORK

Table of New York market data including Treasury Bills and Bonds.

LONDON

Table of London market data including Money Rates and Lending Rates.

NEW YORK

Table of New York market data including Treasury Bills and Bonds.

LONDON

Table of London market data including Money Rates and Lending Rates.

UK clearing bank base lending rate

UK clearing bank base lending rate 15 per cent from October 5.

short-end of the money market

short-end of the money market had sufficient liquidity to avoid any sharp changes in rates before the end of the year.

Liquidity, and banker balances

Liquidity, and banker balances above target £20m. In Frankfurt call money rates eased to 7.35-7.40 from 7.50-8.00 per cent.

Traders said the US money

Traders said the US money markets had been quiet before the release later today of the trade and producer prices figures. They added that if economic expectations of a wider deficit and weaker inflationary pressure are correct, the Federal Reserve could start to ease after next week's Federal Open Market Committee meeting.

IG INDEX

Table of IG Index data for various markets.

FT-SE 100

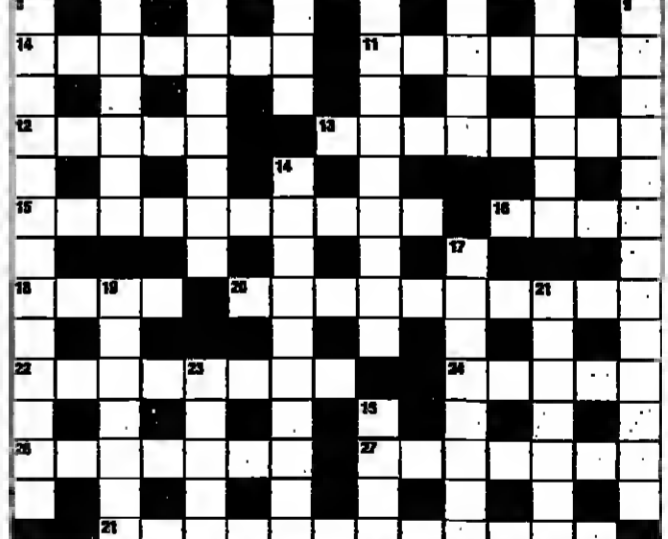
Table of FT-SE 100 index data.

JOTTER PAD

Table of Jotter Pad data for various markets.

CROSSWORD

No. 7,116 Set by GRIFFIN



- ACROSS: 1 Distrusting everyone with sickly charm, I stop in (12). 2 Roger's first payment (10). 3 He's black and white and put in pop (5). 4 Caught by a gang a journalist covered (7). 5 Disciple of Zeno, coming back cold, is not to (5). 6 On the way telephoned a royal guest (8). 7 Past Ray, reversing road, see tyre being changed (10). 8 He's made a commercial before lunch (4). 9 Heater heard dead (4). 10 Having spicy chop prepared catch accountant leaving stew (10). 11 By the side of the main road (6). 12 Medicines you take at home in bed when retiring (5). 13 In confused state and suffering from insanity (7). 14 Rejected drinks with ice in, being particular (7). 15 Shop assistants provided drinks for every boy on board (12). 16 One member takes promissory notes, lacking respect (7). 17 One from Fife performed without getting deeply moved (8).

Handwritten signature or mark at the bottom of the page.



Handwritten Arabic text at the top center of the page.

WORLD STOCK MARKETS

Table of stock market data for various countries including Australia, France, Germany, Italy, Sweden, and Japan. Columns include stock names, prices, and changes.

Table of stock market data for various countries including Australia, France, Germany, Italy, Sweden, and Japan. Columns include stock names, prices, and changes.

Table of stock market data for Canada, including Toronto and Montreal markets. Columns include stock names, prices, and changes.

Table of financial indices including Dow Jones, Standard and Poor's, and various regional indices. Columns include index names, values, and changes.

Table of New York Active Stocks and Trading Activity, listing various stocks and their trading volumes.

Table of Tokyo - Most Active Stocks, listing active stocks in the Tokyo market.

Advertisement for Financial Times featuring a camera lens graphic and the headline 'Keep the world in focus.' The ad describes the publication's global reach and provides contact information for subscriptions.







NYSE COMPOSITE PRICES

NASDAQ NATIONAL MARKET

3pm prices December 13

Table of NYSE Composite Prices. Columns include Stock, High, Low, Close, Change, Div. Yield, and Volume. Lists various stocks such as AIG, AIT, ALC, and others.

Table of NASDAQ National Market. Columns include Stock, High, Low, Close, Change, Div. Yield, and Volume. Lists various stocks such as AIG, AIT, ALC, and others.

Small text block providing additional information or a disclaimer regarding the data presented in the tables.

Advertisement for Financial Times: "Your FT hand delivered in Norway". Includes text about business centers, subscription details, and contact information for Oslo (02) 678310.

Advertisement for Scandinavian Crown Hotel: "It's attention to detail". Includes text about the hotel's amenities and location, and contact information for the hotel.



AMERICA

Retailers undermined by Campeau troubles

Wall Street

HAVING rallied on Wednesday to its highest closing level since October 13, the equity market lost confidence yesterday, partly as it absorbed just how deep the troubles are in Campeau Corp's retailing empire, writes Janet Bush in New York.

the US bankruptcy code. This possibility was mentioned in a filing with the Securities and Exchange Commission and was the first time that bankruptcy had been mentioned in an official company document.

and options expire simultaneously. In weeks when this happens, the market generally becomes more volatile as institutions adjust their positions before the expiration.

two months' running. Other auto manufacturers were also lower, reflecting the weakness of sales. Ford slipped 3/4% to \$44 and Chrysler dropped 3/4% to \$19.

clearly be focused on today's set of figures to see whether they are weak enough to induce the Fed to loosen its grip on credit.

EUROPE

Lethargic mood broken by Milan and Frankfurt

A TENDENCY towards a pre-Christmas slowdown was broken yesterday in Italy by an increase in business which suggested that Milan had already had enough of a rest, and in West Germany where issues were confused by computer problems at the Frankfurt Stock Exchange, writes Our Markets Staff.

However, there was a feeling after the Bundesbank held interest rates and set new monetary targets yesterday, and the dollar stabilised, that prices could start to rise again.

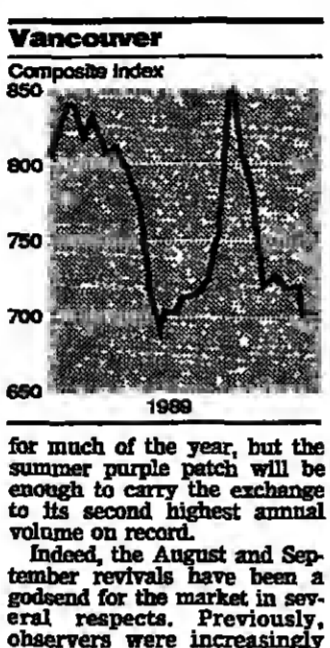
day on the back of some positive exploration news from Africa, Royal Dutch and Shell declined, closing FT150 down at FT147.50.

Vancouver acts to clean up its poor image

David Owen reports on the reforms being carried out to encourage more investors

IT HAS been an eventful year for the Vancouver Stock Exchange (VSE), the highly speculative west Canadian bourse. It may, shortly, even be granted official recognition by the UK's Securities and Investment Board, in spite of its reputation for scandals.

The results were released by Mr Murray Pech's Capital Resources, part of the project group, and the strike was made in the rugged Elkay Creek area, not far from other promising gold discoveries.



inclined to view the October 1987 stock market crash, and the ending during in retail business that it engendered, as the exchange's death knell.

stance under Mr Neil de Gelder, its highly regarded superintendent, who is soon to step down. In his year to March, the commission took 464 enforcement actions, compared with 246 in 1987/88.

ASIA PACIFIC

Nikkei continues to break records

Tokyo

LINGERING worries about high share prices were wiped out by selective buying, and further bouts of index-linked arbitrage buying which took the Nikkei average to its second consecutive high, writes Michiko Nakamoto in Tokyo.

at Schroder Securities, pointed out that the vein of gold found in this mine had a very high yield at 109 grams per tonne against an average in South Africa of 7 grams per tonne.

Sanyo's convertible bond issue in June were supporting its share price in order to encourage CB holders to convert their bonds into equities.

demand, after lagging the market in recent days. MANILA declined for the fourth successive session following the coup attempt last week, as market participants remained anxious about the prospect of a short-term political and economic stability.

SOUTH AFRICA

A WEAKER bullion price, profit-taking and waning interest as Christmas approaches caused gold shares to close lower in Johannesburg. The JSE all-gold index ended at a preliminary 2,185, down 36.

Ms Toshiko Seo, an analyst

FT-ACTUARIES WORLD INDICES

Table with columns for National and Regional Markets, US Dollar Index, and Dollar Index. It lists various countries and their stock indices for Wednesday December 13 1989 and Tuesday December 12 1989.

FT FINANCIAL TIMES CONFERENCES CREATING A EURO-WORKFORCE IN THE 90s LONDON, 22 & 23 January, 1990. Includes a list of speakers such as Mr Vasso Papandreou, Mr John M M Banham, and Mr Richard Pearson.

Handwritten note: Medicine 15/89



**JOBS**

# Catch questions ● What expatriates spend

By Michael Dixon

It was Ulysses who first discovered the lotus eaters, if we can believe the poet Tennyson. They lived in a land where it was "always afternoon," he said.

Thereafter, a lot of them clearly emigrated. For it is not long since whole colonies of lotus eaters could be seen upholding their native way of life in offices. Fortunately, for one reason or another, they now appear to be less thick on the ground.

Even so, they look to have been replaced by another tribe with time-wasting habits. Calling themselves recruiters, they live in a land where it is always morning on April Fools Day.

Evidence of their widespread presence is in readers' responses to this column's remarks on job interview questions that are seemingly asked with the sole purpose of catching the candidate out. Since I last raised the topic just four weeks ago, three dozen more of you have cited recently encountered examples, wondering what is the best way of answering.

There simply isn't room to quote them all. So I will have to concentrate on the one apparently most in vogue, having been lobbed at no fewer than 11 informants, in one case by interviewers from two separate outfits.

Luckily, where the tactics of answering are concerned, the trendiest is typical of the bulk of the others. It is: "What irritates you?"

The reply is virtually knee-deep and begs the question: "People who ask what irritates me". That, however, is central to the interviewers' strategy. Research shows that the prime object of most of them is not to recruit the right person for the post, but to avoid picking the wrong one. If they can trick candidates into disqualifying themselves by giving an offensive reply, so much the better.

Hence anyone tempted to make the obvious answer would do well to choke it back. The golden rule to remember is that the only good time to renounce your chance of a job is when you have the offer of it in writing in your hands.

Nor is it wise to try to be clever, perhaps by looking round the recruiters' rooms for clues to their taste as to 'fellow-feeling by naming something they find irritating. For instance, suppose the walls were laden with pieces of abstract art - it would be mistaken to answer: "The fauve style paintings of Piet Mondrian." To do so would perilously risk breaking another golden rule, enshrined by James

Thurber: Never twit a police dog about its badge.

The best policy with any question probing weakness is to reply with something that will be seen as the opposite. So the model answer to "What irritates you?" is: "People who don't pull their weight."

**Overseas costs**

NOW to the table adjacent which, believe it or not, stirred up much argument on its last appearance in this corner of the FT a year ago.

As before, it is compiled from the surveys made by the Employment Conditions Abroad consultancy which sends its living by advising more than 600 subscriber-companies about pay, perks and the costs of living around the world. Anyone wishing to know more about ECA's activities should contact Barry Rodin at 15 Britten St, London SW3 3TY; telephone 01-351 7151, fax 01-351 9396.

The intention of today's exercise is to supply a rough answer to a question often asked, not by recruiters, but by executives thinking of moving to work overseas. It is: if I took a job in such-and-such a country, how much would it cost me to keep up the standard of living I have here at home?

Nationality of mid-rank manager	Gross salary in homeland (£)	Cost of keeping up "home" pattern of spending on consumer goods in:	United Kingdom (£)	United States (£)	Switzerland (Sfr)	Netherlands (Gld)	Germany West (DM)	France (FF)	Australia (A\$)	Japan (¥)
British	28,100	10,860	15,570	11,020	12,450	12,720	11,190	22,700		
American	47,810	13,550	17,720	19,220	14,510	15,550	16,270	13,530	27,270	
Swiss	57,840	11,490	11,470	15,800	12,890	13,600	13,750	12,180	24,470	
Dutch	38,570	8,170	8,580	12,390	8,040	8,320	10,070	9,020	18,540	
W. German	49,820	10,280	10,810	14,940	10,780	11,350	12,250	10,970	21,870	
French	38,880	11,290	11,290	15,580	11,480	12,480	12,000	11,590	24,510	
Australian	31,560	9,010	9,080	13,300	9,570	10,810	10,780	9,880	19,510	
Japanese	61,950	6,070	5,200	7,400	5,270	5,980	8,190	5,310	8,940	

\* Responsible for function such as marketing in medium-sized company.

Alas, even though ECA collects data on some 70 countries, it can provide a statistically respectable answer to that question for only eight nationalities of managers working in each others' native territories. In every case they are doing the same kind of job at a similar rank, characterised by the head of a function such as marketing in a company of medium size.

The table first shows their typical gross salary at home, expressed in sterling at the average of exchange rates between mid-September and last week. Then we have the sums which, according to the consultancy's most recent surveys, the executives would have to shell out to keep up their accustomed pattern of expenditure on

consumer goods both in their native country and in each of the other seven.

Alas again, those sums do not represent the full costs of living. The reason is that, since people working as expatriates often live in accommodation subsidised by varying degrees by their employer, the figures take no account of the price of rent of housing. They cover only consumer goods and services, including durables, as well as standard utilities.

The focus of the argument which broke out when the table last appeared was the startlingly low expenditure on consumer items of the Japanese managers wherever they happen to be. Taking homeland outlay as a gauge, they apparently spend only 14.4 per cent of gross salary

on such things. The next most economical are the Dutch with 20.8 per cent, followed by West Germans with 23, Americans with 24.5, Swiss with 27.1, Australians with 27.4, French with 31, and British with 31.8.

Various hypotheses were advanced. But the consensus was that the thrift of the Japanese was something of a miracle, particularly since - as one reader said: "Their homes are crammed with a plethora of the very latest products, both everyday items (white goods, hi-fi, video, tv) and marginal luxuries such as heated carpets and speaking clocks."

So how they do it remains an enigma. If anyone can supply a solution this year, I would be very glad to know what it is.

## US Investment Bank Regulatory Reporting

One of our most prestigious clients is currently seeking a high calibre individual to join its Regulatory Reporting Division. Reporting to the Head of the Department, you will be responsible for the following:-

- Financial reporting of the Firm's capital requirements to regulatory bodies (including TSA, AFB and the Bank of England);
- Analysis and review of the Balance Sheet, including carrying out investigations;
- Liaison with risk management and financial control.

The Department has a high profile within the organisation and candidates must be prepared to take a proactive approach in dealing with different departments, including the trading area.

Candidates will be either qualified accountants or have developed strong numerical and analytical skills in a similar organisation, preferably in a similar role. The remuneration package is excellent and negotiable, subject to experience.

Interested candidates should apply to Karin Clarke at Michael Page City, 39-41 Parker Street, London WC2B 5LH, or telephone her on 01-831 2000.

**MP**  
Michael Page City  
International Recruitment Consultants  
London Paris Amsterdam Brussels Sydney

## Manager - Utilities & Privatisation

N M Rothschild & Sons Limited is an international merchant bank with a strong reputation for its corporate finance advisory services.

A specialist group within the bank's Corporate Finance Division concentrates on all aspects of financing for the utilities industries - including electricity, gas, water and telecommunications - and on privatisation. The group's services include commercial and financial restructuring, flotations, and project finance. It has been actively involved in most of the UK's major utility privatisations to date including British Gas, British Telecom, the water authorities and - currently - the electricity distribution companies.

Continuing rapid business growth has now created the need to appoint an additional manager to the team. Consideration will be given to high-calibre candidates with a successful track-record in any relevant environment (such as merchant banking, management consulting etc); however, the main criteria for appointment will be personal drive, enthusiasm, intelligence and - in particular - the potential to achieve rapid career advancement.

The highly competitive remuneration package is designed to attract the best possible candidates who meet the above specification.

In the first instance, please send a personal résumé detailing your experience in the strictest confidence to: Andrew S May, Director - Personnel Services, N M Rothschild & Sons Limited, New Court, St Swithin's Lane, London EC4P 4DU.

**N M ROTHSCHILD & SONS LIMITED**



## PRIVATE CLIENT INVESTMENT MANAGER

**EDINBURGH EXCELLENT SALARY AND BENEFITS**

Capital House Investment Management Limited, wish to recruit experienced investment managers to join our private client team in Edinburgh. The successful candidates will assume responsibilities for managing existing portfolios on a discretionary basis, and will be involved in the further development of the private client business.

The ideal candidates will be professionally qualified and have several years relevant investment experience. As an expanding and ambitious organisation, we offer excellent opportunities for advancement and career development.

In addition, our staff enjoy the usual benefits commensurate with working for an established financial organisation. Capital House Investment Management Limited, the investment management arm of The Royal Bank of Scotland Group, currently manages over £26 billion on behalf of private clients, institutional funds and unit trusts.

Please write in confidence to:  
Ian Mackenzie (Director)  
Capital House Investment Management Ltd  
Capital House  
2 Festival Square  
Edinburgh  
EH3 9SU



## CAPITAL MARKETS ORIENTATION

SW1 Package c.£20-£25,000 including full banking benefits

As a major underwriter in the Euro and Japanese Capital Markets we are expanding the size and scope of our Capital Markets Group to meet the needs of our corporate, supranational and sovereign clients throughout Europe.

An immediate opening exists for a young Capital Markets professional to join a team responsible for our origination activities in France, Belgium and Italy.

Applications are sought from high calibre graduates with at least one year's Capital Markets experience, preferably with fluency in French. A sound basic knowledge of Capital Markets products, both debt and equity, is essential, together with the ability and personality to deal professionally with our clients.

There are considerable opportunities for career development and early responsibility. Please write with full details of your academic record and work experience to:

Alastair Wood, Personnel Manager,  
The Nikko Securities Co.,  
(Europe) Ltd.,  
55, Victoria Street,  
London SW1H 0EU. **NIKKO**

## SECURITIES ADMINISTRATION MANAGERS

£25,000 to £35,000 + Banking Benefits

### Corporate Actions and Dividends

While many firms in the financial sector continue to operate in an atmosphere of restraint, our Client is moving from strength to strength.

This progressive City based banking group is implementing bold quality plans to improve operational efficiency.

Central to their programme for the 1990's is the recruitment and development of ambitious young managers within their Settlements teams.

These appointments will attract both proven managers or group leaders ready for their first management role. Strong technical ability in one or more of the highlighted areas will be assumed. Moreover we want to hear from those who can demonstrate a genuine flair for the effective management and leadership of staff.

Salary will not be a barrier to exceptional candidates and all the usual banking benefits are included.

For an informal, confidential discussion call Andrew Ellis on 01-989 8342 (out of hours on 01-989 4500). Alternatively write enclosing your CV to PSN Associates, 11 High Street, Westminster, London E11 2AA quoting reference 180 FT.

### Equity Settlements - UK & International

### Cash Management - Accounts Settlements

**PSN** Search & Selection

### WE ARE SEARCHING

for a young dynamic agent or co-operation-partner, selling commercial and industrial real estate business on commission based in Great Britain. Knowledge of German would be an advantage. Please send application in writing to:

General Investment Services Ltd,  
Branch 3000 Hannover 1, Postfach 4 27, Germany.  
Tel. 0511 / 313061, Fax 0511 / 313999

### CREDIT ANALYSTS

Candidates aged 25-28, will be grade prof US credit trained or from a good clearing bank background. At least 2 years' exp req'd in cashflow and balance sheet analysis of diverse corporate and institutional clients. P.C. literate. Exp of syndicated lending useful. One position presents opportunity to progress to Account Manager. Please 333 4722 (24 hrs) or fax your CV on 983 4745. Scruples (Pars Cons)

### AUSTRIA - COMECON

Managing Director of a trading company, 20 years' experience in Int. Trading (COMECON/ASEAN/EEC) with unique skills in countertrading, 17 years' experience abroad, seeks new opportunity in view opening of COMECON countries/EEC approach of Austria.

Austrian, 46 years old, economist (state degree), bilingual English-German with knowledge of French, to work out of Vienna/Austria. Available for meeting write Box A1420, Financial Times, One Southwark Bridge, London SE1 9HL

### Managing Director

The Company: 2 Mill turnover, 3 years old. Expanding. Located WC2. Supplier to print and advertising. Staff 8.  
The Job: To take daily responsibility. Improve profitability. Negotiate further finance.  
The Person: Ambitious with entrepreneurial skill and no nonsense financial know how. Easy to get along with.  
The Package: 20,000 ann. car and expenses, shareoption.  
Next step: Full CV to Box A1418, Financial Times, One Southwark Bridge, London SE1 9HL.

## Financiers/Banquiers Consultant

Paris 300 000 FF+

Diplômé de l'enseignement supérieur, vous avez 1 à 3 ans d'expérience dans une fonction financière ou bancaire en cabinet ou en entreprise. Vous parlez bien sûr couramment le français et l'anglais et vous souhaitez élargir vos compétences : commercial, marketing, management, gestion...

Le Groupe Michael Page coté à la bourse de Londres, l'un des leaders européens en matière de recrutement, vous propose d'intégrer son équipe

spécialisée dans le recrutement de financiers et de banquiers. Notre forte expansion en France et en Europe permet d'envisager de fortes possibilités d'évolution à Paris, dans d'importantes villes de province ou à l'étranger pour des candidats à fort potentiel.

Adressez CV + photo + n° tél + rémunération actuelle à Charles-Henri Dumoulin, 10 rue Jean Goujon, 75008 PARIS, sous réf. CHD58FT.

**MP**  
Michael Page International

International Recruitment Consultants  
London Amsterdam Eindhoven Brussels Antwerp Paris Lyon Sydney Melbourne

## University of Cambridge INSTITUTE OF MANAGEMENT STUDIES

### DIRECTOR OF THE MBA COURSE

Cambridge University has recently established an Institute of Management Studies which will be responsible for several new developments, and in particular a new course leading to the degree of Master of Business Administration.

The Institute now invites applications for the key post of Director of the MBA course. The person appointed will be responsible for developing this new course within an overall framework which has been established by the University. This course will form part of the management development programme of participating organizations. The course will last three years, but only three terms of that time will be spent in Cambridge.

The ideal candidate for this position will have an established academic reputation, experience of running management education, and the enthusiasm and vision needed to establish an important new course.

The post will carry the status of Professor, and the salary will be not less than that of a Professor. Further particulars and application forms may be obtained from the Secretary General of the Faculties, The Old Schools, Cambridge, CB2 1TT, to whom completed application forms should be returned by 12 February 1990.

The University follows an equal opportunities policy.

## University of Bath

### SCHOOL OF MANAGEMENT ICL PROFESSOR IN INFORMATION SYSTEMS

The purpose of this new appointment is to initiate programmes designed to produce managers who are IT literate but who are not necessarily technologists. Future managers will need to have a deep appreciation of the potential applications of IT and a wide understanding of its technical implications, sufficient to develop feasible business strategies.

This Professorship is an important new one in a progressive management school. For further particulars please contact Mr P J Hill, Personnel Officer, University of Bath, Claverton Down, Bath BA2 7AY (Telephone 0225 826826)

Closing date for applications - 31st January 1990

University of Bath - Claverton Down - Bath BA2 7AY



## Group Treasury Manager

Major UK-Based Plc

North West,  
c £30,000, Car,  
Benefits

# Hoggett Bowers

BIRMINGHAM, BOSTON, CAMBRIDGE, CHELTENHAM, GLASGOW, LEISLES, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

A broad range of related activities in both retail and service sectors generate multi-million pound turnover for this long-established group. Worldwide interests are highly profitable and produce substantial international revenues requiring skilled, professional management at the centre. Reporting to the managing director, finance division, key responsibility is to advise the board on the most effective means of fund management.

Candidates, with several years' experience in a large plc treasury environment, must hold a recognised accountancy or banking qualification. Involvement with dividend planning and distribution and the implications of international currency movements are highly relevant. Specific knowledge of foreign exchange controls, international tax regimes and investment instruments is considered essential. This is a rare opportunity to develop further a fundamentally important part of the group's operations.

C. Vaughan, Ref: M18072/FT. Male or female candidates should telephone in confidence for a Personal History Form, 061-832 3500, Fax: 061-834 8577, Hoggett Bowers plc, St. James's Court, 30 Brown Street, MANCHESTER, M2 2JF.

## Treasury/Banking Opportunities at GPA

GPA Group plc, a financial services group specialising in commercial aircraft, is the world's largest operating lessor of such aircraft and is now firmly established as the market leader in its field. Based in Shannon, Ireland the company has shown continuous growth since its foundation in 1975 and now has a net worth approaching US\$1 billion. It attaches great importance to the quality, commitment and innovative ability of its people.

The Group has 213 aircraft on lease to 68 customers in 36 countries worldwide. The Finance Division manages debt facilities of US\$5 billion and annual cash flow movements in excess of US\$12 billion and plans to make two appointments which offer excellent career development potential in its Treasury and Banking/Capital Markets Group:

### Treasury Director

The Treasury Operations group manages the Group's debt facilities and controls cash movements on a day to day basis.

This position arises from an expansion and development of activities within the Treasury Department. A full dealing-room facility is planned in order to assist the Treasury function and to complement sophisticated computerised systems.

Reporting to the Vice President-Treasury Operations, the Treasury Director will be responsible for the management of the interest and foreign exchange rate exposures arising from transactions in GPA Group and its affiliates. The appointee will also be responsible for the management of cash in GPA's affiliated companies.

The position will be based at GPA's corporate headquarters in Shannon, Ireland and requires a suitably qualified professional experienced in international treasury operations gained in an international financial institution or major corporate treasury environment.

### Banking Manager

The Banking/Capital Markets Group is responsible for raising long term debt in the global financial markets for GPA Group plc and its affiliates. In the past year, in addition to raising substantial bank debt, the Group has been involved in the diversification of GPA's funding program into the private and public debt markets in the US, Europe and Japan.

An opportunity exists for an energetic young person (mid-30's) to join the existing team of Banking Directors to assist in this challenging task. A good primary degree together with a professional accounting or legal background are preferred qualifications for the position. In addition two/three years' experience in a Banking or Treasury environment will be a considerable advantage. The position is based in Shannon but considerable opportunities will arise for international travel.

GPA rewards its people well, particularly by a profit sharing scheme and the ability to share in GPA's capital growth. Overall remuneration will therefore be very attractive.

Candidates should send full personal, career and salary details to:

Mr. Brian Ward,  
Peat Marwick Management Consultants,  
1 Stokes Place, St. Stephen's Green,  
Dublin 2, Ireland.

## GUINNESS PEAT AVIATION

GPA Group plc, Shannon, Ireland

## High Profile Role for Ambitious Banker Manager

London

£ Excellent + benefits + car

For a dynamic young banking professional, this is an exciting opportunity to make a significant contribution to the UK operation of a publicly quoted Irish Bank. Our client is at the start of a major growth phase and can offer excellent career prospects.

The role encompasses the management of the Bank's loan portfolio, and the development of further business, offering facilities of £1/4 million and upwards, usually secured on tangible

assets, to a diverse range of private and corporate clients.

The successful applicant, with wide ranging banking experience, and aged late 20's to early 30's, will be rewarded with a package and fringe benefits that fully reflect the importance of this post.

Please write - in confidence - with full career details quoting reference FT/TB/1 to Tom Bowman, MSL Advertising, 32 Aybrook Street, London W1M 3JL.

MSL Advertising

## Jonathan Wren Executive

ECP SALES  
c£65,000

Major international house with a commitment to increasing it's CP team is seeking someone with large exposure on the end investor side. This opportunity will provide the successful applicant with an excellent career and benefits package.

Please contact Nigel Haworth on 01-623 1266.

## EUROPEAN FUTURES BROKERS to £50,000

Due to the growth of European business, challenging brokers positions have arisen with a major international investment bank. The institution is seeking Financial Futures Brokers with European language abilities. The successful candidates will have at least 2 years institutional sales/marketing experience together with fluency in German and French.

Please contact Tim Sheffield on 01-623 1266.

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

## Jonathan Wren

Recruitment Consultants  
No. 1 New Street, (off Bishopsgate), London EC2M 4TP  
Telephone: 01-623 1266 Fax: 01-626 5258

## INSTITUTIONAL SALES - SMALLER COMPANIES Based Outside London

Allied Provincial, one of the largest stock-brokers in the UK, is seeking institutional sales personnel for its offices in Birmingham and Manchester.

Our connection with local public companies, through stockbroking offices in 28 locations, is probably second to none. We research 150 smaller quoted companies, are broker to more than 60 companies, and have active teams of corporate advisers.

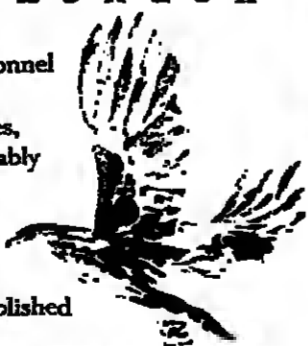
In Manchester we are seeking a successful salesperson to augment a research team with an established reputation in textile and smaller companies' stocks.

In Birmingham, we are seeking an experienced salesperson to join an established and successful team servicing institutional investors in Midland companies' and smaller companies' stocks.

Write with cv or call Michael Hollands, Allied Provincial, Beaufort House, 94-96 Newhall Street, Birmingham B3 1PE. Tel: 021-200 3377

## ALLIED PROVINCIAL Local Roots, National Strength

Allied Provincial Securities Ltd is a member of the Securities Association and the International Stock Exchange.



### WE CAN TELL YOU WHAT YOU CAN DO!

Our team of highly qualified and experienced career advisers will give you a realistic assessment of your skills and what you can do. Find out at any age what you really can do.

- CAREER ANALYSIS
- PERSONALITY TESTING
- INTERVIEW TRAINING
- CV WRITING

Legal Appointments Appears Every Monday

For more information please call Elizabeth Arthur on 01-873 3351

Handwritten signature or note at the bottom of the page.

## FLEMINGS

FUND MANAGEMENT - LUXEMBOURG

## BUSINESS MANAGEMENT OPPORTUNITIES

An important link in the Flemings global network (24 offices and more than 3300 personnel worldwide), we are one of the leading Fund Managers in the Grand Duchy, with over \$700M under our management. Continuing expansion of our funds base and diversification into related areas have resulted in the need to relocate to larger premises, early in 1990, together with an immediate requirement for 4 Senior Managers to join our Luxembourg team, in the newly created roles of:

**Senior Manager - Accounting (ref NP 027)**  
Responsible for generating timely and accurate management and fund accounts, forecasts and budgets, ensuring that the appropriate accounting standards are maintained. You should be a qualified accountant with a minimum of 5 years post-qualification experience, 2 years of which will have been gained in a funds or related environment. Knowledge of Luxembourg's regulatory requirements would be a definite plus. Fluency in French is essential.

**Senior Manager - Fund Administration (ref NP 029)**  
Accountable for the funds "status quo", updating them promptly and efficiently with incoming data, and maintaining an effective working relationship with the investment adviser and the custodian bank. You should have a minimum of 5 years fund administration experience and a working knowledge of French.

**Senior Manager - Client Administration (ref NP 028)**  
Controlling the client/fund interface, including dealing, registration, redemptions and dividend payments. You must have a well developed understanding of the funds business, gained through more than 5 years "hands-on" experience in a heavily computerised administration environment. You should have well developed communication and problem solving skills; a working knowledge of French would be a definite advantage.

**Company Secretary (ref NP 030)**  
Responsible for the provision of comprehensive company secretarial services, including compliance with regulatory authorities, Board Meetings, employee benefits and office administration. You will be an experienced Company Secretary, possibly with a legal background, with previous experience in the financial services sector. Knowledge of Luxembourg's regulatory requirements would be a distinct advantage. Fluency in French is essential.

For each of these positions, flexibility, professionalism and the ability to succeed in a demanding and rapidly evolving business environment are pre-requisites, as are fluency in English and the ability to manage and motivate a team of personnel.

Compensation, including a company car, plus excellent opportunities for career advancement, reflect the importance of these roles and the stature of Flemings as an international financial company.

Interested applicants should forward a CV, including details of current earnings package and a contact telephone number, to our consultant, Nigel Hampton, or ring him on Luxembourg (352) 34 2 39 for further details.

Nigel Hampton, Managing Director, MarcSAM-Europe, BP 2740, L-1077 Luxembourg. (Please quote the NP references shown above, in any correspondence).

MARCSAM - EUROPE  
Consultancy-Search-Selection

## Shepherd Little & Associates Ltd

Banking Recruitment Consultants

### SENIOR MANAGER ASSET BACKED LENDING LUXEMBOURG

This assignment is based in Luxembourg, one of the fastest growing international banking centres in Europe. The job is the management and development of this bank's extensive asset-backed lending portfolio. We are seeking a professional banker, familiar with this type of financing, who feels able to take on the responsibility for further expanding this business for a well known European bank. The rewards will reflect the seniority and importance of this challenging role. Please contact David Little.

### MARKETING MANAGER CIRCA £50,000 SENIOR DEALER - FUND MANAGER

We have been retained by one of the world's leading financial and commodities exchanges to find a Senior Business Development Director. This executive post would be ideal for a Senior Dealer or Fund Manager with polish and confidence, who would be capable of extending the contacts of this exchange throughout Europe, Scandinavia and the Middle East. Not only would the job entail short business trips to these parts of the world, it would also include liaising with government departments, the SIB and the Bank of England, as well as some training and public relations duties. Please contact Brenda Shepherd.

### TRADE FINANCE MANAGER CIRCA £30,000 + Car

This thriving trade finance division of an international bank is seeking an additional Business Development Manager. The job would suit an ambitious self starter who is comfortable with seeking opportunities and developing new business. Preference will be shown to candidates aged around 30 with about three or four years account relationship experience particularly on the import side. Please contact David Little.

Ridgway House 41/42 King William Street London EC4R 9EN  
Telephone 01-626 1161





## Manual

The Financial Times has always been the place to look for accurate financial statistics. That's taken as read.

But tracking them automatically, was never as straightforward. You may have had to collect prices manually, or exhume them from piles of back editions.

A painstaking and costly business. That's why the FT created Finstat, the Financial Times Statistics Service,

to bring you vital statistical data from 18 years of FT archives. Instantly, comprehensively and in a form that suits you.

First, Finstat offers the Electronic Data Feed, which delivers FT prices, current and historical, by automatic feed or disk to your PC. Then there's Finview, the viewdata unit trust price and information service; Stats Pack,

fund performance statistics on paper or disk; and Rate Update, the essential guide to life assurance rates.

To find out more, tick the relevant boxes and send the coupon to Finstat, 126 Jermyn Street, London, SW1Y 4UJ. Or call us on: 01-925 2323.

Then get rid of those old newspapers and move on to more pressing issues.

## Automatic

Please send me details on  
 Electronic Data Feed  Electronic Stats Pack  
 Finview  Stats Pack  Rate Update.

Name \_\_\_\_\_  
 Position \_\_\_\_\_  
 Address \_\_\_\_\_  
 Tel \_\_\_\_\_

FINSTAT, 126 Jermyn Street, London SW1Y 4UJ.

**FINSTAT**  
 THE FINANCIAL TIMES STATISTICS SERVICE

## Jonathan Wren Executive MANAGER CORPORATE BANKING

Negotiable to £35,000 p.a.

Our client is the London merchant bank of a large European banking group with a significant international presence.

They wish to appoint a Manager within their Banking Department to provide thrust to the conception, development and implementation of its marketing strategy. Currently the bank provides a variety of traditional banking services and products, which it markets together with the services of its Corporate Finance Department.

Applicants should be academically and professionally well qualified, aged at least in their late 20's, and be self motivated. He/she will possess broad, substantial knowledge and experience of all stages of arranging/completing finance facilities for medium sized UK corporates. In addition the successful applicant will have a good understanding of banking products and be able to demonstrate participation in successful marketing programmes.

For further information please contact  
 Richard Meredith on 01-623 1266.

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

**Jonathan Wren**

Recruitment Consultants  
 101, New Street, (off Bishopsgate), London EC2M 4TP  
 Telephone: 01-623 1266 Fax: 01-626 5258

## Marketing Manager Manchester

Société Générale, a leading International Bank, is currently seeking to recruit a Marketing Manager to be based at our office in Manchester.

You will be involved in marketing a wide range of products including short and medium term Facilities, Foreign Exchange, Treasury and Documentary Credits to the Corporate Sector and it is expected that the successful candidate will possess knowledge of the product range we offer.

We are looking for self-motivation and the ability to work in a team together with sound analytical skills and an A.C.I.B. qualification. The preferred age range is 28 to 35.

In return, Société Générale will offer an excellent salary together with a benefits package to be expected in connection with such appointments, which would include non-contributory pension arrangements, subsidised mortgages and the provision of a company car.

If you feel that this challenge is what you are seeking, please write enclosing a full C.V. to: Mr J. M. Crosby, Personnel Manager, Société Générale, 60 Gracechurch Street, LONDON EC3V 0HD.

All applications will be treated in the strictest confidence.

**SOCIÉTÉ GÉNÉRALE**

## Private Client Stockbroking in the Regions

We are not advertising for people with established businesses nor for new clients although we would not dismiss such approaches out of hand. And we are not looking to expand just for expansion's sake.

We are, however, looking for people of quality. At BWD Rensburg we aim to provide private investors with a highly personal service based on trust and given by well-trained and knowledgeable staff. Because we are not tied to any financial conglomerate we can offer objective and totally independent advice. We believe that our reputation depends on the quality of the staff.

We have seven offices in four regions, the North West (Liverpool), Yorkshire (Bradford, Huddersfield, Leeds and Sheffield), Northern Ireland (Belfast) and Scotland (Glasgow) and wish to strengthen established teams in each of these regions.

Applicants should be able to demonstrate a strong and confident personality, and ability to communicate and to make a positive contribution to our happy and successful operation.

Please apply in writing, enclosing your CV, to N C Williams, BWD Rensburg Ltd., Silkhouse Court, Tithesham Street, Liverpool L2 2NH.

### INTERNATIONAL APPOINTMENTS



— GECAMINES-EXPLOITATION —  
**INDUSTRIAL PUBLIC UNDERTAKING OF ZAIRE,  
 RESPONSIBLE FOR THE EXTRACTION OF MINING DEPOSITS**  
 is looking to recruit, for its place of business at LUBUMBASHI (Republic of Zaire),

**CANDIDATES FOR THE POSITION OF ASSISTANT DIRECTOR**  
 within a large department responsible for supplies and transport.

#### PROFILE:

#### EDUCATION:

- Civil engineer (electro-mechanical; metallurgical or chemical)
- Additional qualification in economics, finance or computing desired.
- Perfect command of English and French is a requirement.

AGE: 35 to 50.

#### EXPERIENCE:

- At least 10 year (overseas if possible)

#### PERSONAL QUALITIES:

- Common sense and organisational ability;
- Diplomacy and good negotiating skills;
- Ability to work under pressure;
- Good managerial skills.

Applications with photograph and CV, should be forwarded, by 10th January, 1990 at the latest, to:

GECAMINES-EXPLOITATION  
 Direction des Services Administratifs  
 30-32 Boulevard du Souverain  
 1170 BRUSSELS BELGIUM

All applications will be treated in strict confidence.

## FINANCIAL TIMES BUSINESS INFORMATION DEPUTY EDITOR

The International, the Financial Times monthly magazine for globally-minded private investors, is looking for a Deputy Editor.

The successful applicant will be able to demonstrate considerable editing and organisational skills and be prepared quickly to become involved in the day-to-day running of the publication as well as contributing to its strategic development. Up-to-date, broadly-based contact with the financial world is essential. So too is experience of writing on the range of personal finance subjects, preferably for a consumer audience. Initiative and the ability to motivate colleagues are necessary ingredients.

The International's 50,000+ controlled circulation is entirely outside the United Kingdom and comprises a mixture of British and foreign expatriates as well as internationally-minded people resident in their own country. The nature of The International's market makes it necessary for staff to travel overseas.

The International is at the forefront of media covering the internationalisation of retail financial services and is already regarded as the market leader in its field less than two years after launch.

Salary by negotiation plus excellent benefits.

Please apply in writing, enclosing an up-to-date cv to:



Peter Gartland  
 Editor  
 The International  
 Cavendish Place  
 Peter Lane  
 LONDON EC4A 3DF

## International Financial Analysts

The Center for International Financial Analysis and Research (CIFAR), an independent research group headquartered in Princeton, New Jersey, has compiled an international companies financial database on 10,000 leading corporations worldwide. Current research projects involve global industry studies, review of international capital market trends and development of software to restate financial statements into one set of accounting standards worldwide.

Besides its offices in Princeton (USA) and Ahmedabad (India), CIFAR will be opening offices in Paris, Vienna, Osaka and Sao Paulo within the next six months. CIFAR would like to add 15 entry level professionals worldwide to the existing team of 25 colleagues drawn from many universities and countries.

Applicants should have a college degree in accounting or finance and be multilingual. Professional qualifications such as Chartered Accountant will be helpful. Those applicants completing their college education by June 1990 will be considered.

We offer state-of-the-art research resources, individualized training and a truly global working environment.

Those interested should forward a detailed letter and university transcripts to:

Dr. Vinod Bavishi  
 Executive Director  
 CIFAR, Inc.  
 601 Ewing Street, Suite C-16  
 Princeton, NJ 08540, USA.

Please clearly indicate which CIFAR office you are applying for. Interviews will be scheduled in major cities around the world in January 1990.

**CIFAR**



ACCOUNTANCY COLUMN

US firms set up sales and marketing teams

By Pratap Chatterjee

THE DOORBELL rings. When you open the door, you discover an apologetic young person outside. He/she coughs politely, extends a hand and says: "I do hope I'm not disturbing you. I'm from a local accountancy firm. We have a few services we thought you might..."

It hasn't happened yet. But while door-to-door sales appear unlikely to happen in the accountancy profession, at least three small US accountancy firms have salesforces whose job is to sell their services. First- and second-tier firms could follow.

Chicago-based Friedman, Eisenstein, Rasmussen & Schwartz, and Friedman & Fuller based in Rockville, Maryland, have had salesforces of 10 or more for just under two years, while Los Angeles-based Singer, Lewak, Greenbaum & Goldstein hired a salesman about four months ago.

The sales people work with a traditional marketing vision that identifies potential clients and markets and designs specific strategies or new products and services to target them.

The salesforces are a result of legislative changes as well as a growing awareness by US accountants that the market is becoming more competitive.

In 1977, the American Institute of Certified Public Accountants (AICPA) lifted its ban on cold-calling (uninvited sales visits and telephone calls) and advertising. Last year it lifted its ban on accepting commissions and contingency fees. Both decisions were taken under pressure from the Federal Trade Commission (FTC), which termed the bans "unfair trading practices."

Putting the rule into practice has been much harder because of local state institute or legislative opposition. Only Maryland, Oklahoma, South Dakota, Texas, Vermont and West Virginia explicitly allow commissions and contingency fees.

In Florida, for example, the local accountancy institute bans cold-calling to the extent that, according to one AICPA official: "Handing out a business card at a cocktail party would be illegal."

Members have sued the Florida institute and won in lower courts, and the AICPA predicts that eventually, if the profession demands it, they will get their way. So far, commissions and contingencies are still taboo while cold-calling and sales are conducted with decorum.

Accountancy firms have developed fairly sophisticated marketing divisions that research possible new market niches for the firm and explore old ones in order to expand them.

Targeting is done through a mixture of advertisements, newsletters, promotional brochures, seminars and by encouraging partners to join and participate in local trade associations.

Most disdain direct sales. Mr Alan Brout, national marketing director for BDO Seidman, said: "It's not quite professional. It would probably damage our reputation." Instead, his marketing people will train partners in the art of selling.

Friedman & Fuller was set up 10 years ago by former Laventhol & Horwath accountants. The firm employs 130 people and has five subsidiary consultancies.

The firm began using salespeople when they set up a risk management consultancy. It was a two-person subsidiary but it was discovered that the firm's business went through peaks and troughs depending on whether the two professionals were seeking business or servicing it.

The firm decided that they were wasting valuable chargeable time by expecting their professionals to solicit work so they hired someone to do it for them. When that was successful they decided to extend the sales concept to the rest of the firm including the accountancy division. Of the 13 sales people the firm employs, six work for the accountants but also tend to sell consultancy services.

Mr Barry Friedman, president of Friedman & Fuller, said: "We expect the salespeople to develop leads by identifying new clients, contacting them and perhaps even meeting them initially."

"After that a partner takes over and 'closes the sale,'" he continued. "We never expect the sales people to close the sale but they are paid according to the amount of work they generate."

Friedman, Eisenstein follows a similar philosophy. It first considered the idea of employing sales people two years ago when the firm had invited several of its clients to a retreat to help the partners understand how to run the firm better.

Mr Allen Koltin, a partner, said: "When we showed no commitment to marketing or sales, the clients challenged our claim to running the firm like a business."

"We said that is the way our profession has always operated. They responded that if an accounting firm

advised them not to have a salesforce, they probably would fire the firm on the spot."

Friedman, Eisenstein now employs a sales staff of 10, and Mr Koltin is using the skills they have learnt from that sales experience to sell to other accountancy firms through a marketing services subsidiary called the Practice Development Institute.

"We teach them guerrilla marketing, creating weapons and artillery to sell their products and services. After that they can use salespeople to implement the tools or keep that function within the marketing group," said Mr Koltin.

He claims that his salespeople have more than a 50 per cent likelihood of closing a deal once they meet a prospective client. So far about 250 firms in the US, Canada and West Germany have used the services of the Practice Development Institute to find out how they can improve their sales.

Firms say there is a fine line between marketing and sales, and many of them would prefer not to appear too commercial.

For example, Mr Budd Eichner, an accountant with Chicago-based Blackman Kallick Bartelsheim, uses the titles business development, marketing or sales representative interchangeably. Although as an accountant he does spend some of his time working for clients, solicitation is his primary job and he spends most of his time finding clients for other professionals in the firm.

Ms Judith Trepeck, a marketing specialist and a member of the AICPA committee on management and accounting practice, said: "You can

count on both hands the number of firms that use sales people and the reason is accountants are so afraid to say that they do it."

"But most accountants do need sales and marketing people because they find it difficult to generate leads. Most of them don't even know how to work a cocktail party. Unfortunately they are not yet sure what service they do need."

She gave the example of a Maryland firm that recently hired an outside marketing agency to sell its services. "The managing partner is extremely pleased with the service but he's actually getting quite a bad deal. He pays close on 20 per cent of his revenue up-front," she said.

Most accountancy firms think of sales as a dirty word. But privately they recognise that it has come to stay.

One first-tier firm in Los Angeles has gone as far as hiring business graduates to comb through referrals, develop business leads, contact them and then turn them over to partners. But they have not gone public about it yet.

Whether the FTC is correct in its belief that the consumer will be better served because of the competition that cold-calling, commissions and contingency fees will generate is another question.

Certainly Mr Harvey Goldstein, whose firm Singer, Lewak recently hired a salesman, doesn't think so: "Deregulation does not make things fairer. Look at the airline industry," he said.

But he added that he was quite happy to take advantage of the law.

ROUGH TRADE

GROUP

We are the largest and fastest independent record and distribution group in the UK with subsidiaries in USA, Germany and Benelux. We expect our turnover to increase during the current year from £200m to £400m. We are currently seeking high calibre qualified accountants for two key roles in London.

**FINANCIAL CONTROLLER RECORD COMPANY**  
salary £25,000 - £30,000

To ensure financial control within this highly unusual and dynamic company will require determination and tact. This will be rewarded with the satisfaction of guiding future top ten acts from obscurity to stardom. You will report to the Board. Some international travel will be involved.

**ASSISTANT FINANCIAL CONTROLLER DISTRIBUTION COMPANY**  
salary £20,000 - £25,000

Responsible for the day-to-day control of the finance function and the production of management information. You will have strong communication skills and previous hands on experience in a large and busy accounts department. We are currently installing a new super mini computer system so the challenges leading to personal job satisfaction and progression are enormous.

Candidates who would like to be personally involved in our exciting future should submit detailed CVs with salary progression to: Brian Maynard, Rough Trade, 61 Collier Street, London N1 9BE.

NEW TOP EXECUTIVE JOBS

IS YOUR CURRENT POSITION...? **CONTRACT**

Since 1980 we have supported thousands of executives in finding new general management or financial positions. Our confidential meeting which is held in a discreet location, enables our Executive Report to be read in confidence.

**Comau & Maitland**  
22 Suffolk Street, Birmingham B1 1LS 021-643 2884

ACCOUNTANCY APPOINTMENTS

**PQE**

**CROYDON £29,000 + car**  
**Commercial Accountant**  
High-profile U.S. corporation (instantly recognisable) offers an outstanding job for many reasons. The responsibility level is excellent, with a department of ten people to manage and 8 separate companies to control. Job content is strong and well-balanced, with a full range of management and statutory accounts, and an extra element of parallel UK and U.S. reporting. With no tubes to worry about, the location is comfortably accessible.  
Ref: 34412A2  
Contact the Manager: 52 George St, Croydon 01-680 4034  
Fax: 01-686 5413

**LONDON WC2 £26,000**  
**Consulting Accountant**  
Firmly established and highly successful management consultancy offers a varied and interesting role, both in terms of work content and client base. The portfolio of business ranges from manufacturing to broking, banking and service. By working within this constantly changing environment, the experience gained in a short space of time would be comparable to many years in a routine accounting role. Equity participation is attainable with effective performance.  
Ref: 33632  
Contact the Manager: 5 High Holborn WC1 01-404 0174  
Fax: 01-405 7284

Post Qualification Experience - send your CV or phone the appropriate Manager or our Specialist PQE Career Advisers on 01-256 6496 (24 hour answering service) for an application form now. Reed actively promotes Equal Opportunities.

**REED... accountancy**

**MRM PARTNERSHIP**

**Financial Controller**  
Bristol £25,000 + F/E Car and Benefits

MRM Partnership is a well respected independent firm of Consulting Engineers, with a profitable and varied base of clients and subsidiary companies. There are eleven offices in the UK, with some 600 employees, and a Headquarters in Bristol. The firm requires an experienced financial controller to support the fee earning members of the Partnership.

An important member of the management team, the person will be responsible to the Admin Partner for the day-to-day financial operations of the practice, together with a significant involvement in strategic planning.

Candidates are likely to be aged under 35 and will hold a recognised accountancy qualification. The position requires a person with good communication skills together with a sound understanding of financial reporting and management.

Interested candidates should send full curriculum vitae including current salary to David Reynolds quoting reference 5935 at Spicers Executive Selection, Queen Anne House, 69-71 Queen Square, Bristol, BS1 4AE.

**SPICERS EXECUTIVE SELECTION**  
A MEMBER OF SPICER & OPPENHEIM INTERNATIONAL

**An Opportunity to Influence European Management**  
**INTERNATIONAL GROWTH INDUSTRY**

**Young ACA £28-35,000pa + car**

French-owned and a world market leader, our client is a major force in Europe. Producing top-quality products for impressive, blue-chip customers and boasting management and technical expertise second to none, the company is committed to long-term growth.

They are currently recruiting a Manager for a key department with a track record of exciting promotions (the present Manager is soon leaving to take up his new position as Controller in Spain and his predecessor is now in Turkey). If this is the kind of career path you are seeking, read on...

The company can offer a demanding, "hands-on" role with plenty of travel and close contact with Senior Management in the different locations.

You will head-up and represent a small, high-profile team which:

- supports and advises local management in the UK and Europe with a view to improving the efficiency and effectiveness of each location.
- ensures that financial and non-financial information is accurate and timely and that internal controls are implemented.
- You will develop expertise while overseeing business operations to enable you, also, to progress into a senior line role.
- You will be confident, mature and credible and will demonstrate an ability to lead and to take responsibility. You will require minimum supervision as you report direct to the US.
- You will be based at the European headquarters in Rotterdam and will be offered a generous relocation package, if appropriate, in addition to a very competitive salary.
- If you would like to find out more about this exciting and unusual opportunity, please telephone Alexis Moyman on 01-491 3451 (0525 378780 evenings/weekends) or write to her at FMS, 14 Cork Street, London W1A 1PF.

**FMS**  
Search and Selection Specialists for Financial Management

**Financial Director** £ Neg.

**Engineering**

This precision Engineering Group, which is progressing through a sustained phase of expansion is a subsidiary of an American parent company. It has manufacturing facilities in the U.K. and a Sales/Marketing operation based in Germany. At the U.K. Factory an exciting opportunity has arisen for the position of Financial Director.

To be considered for this position you should have several years experience at a senior level in Financial Control within a fully computerised manufacturing company. Ideally you will have an understanding of U.S.A. and German accounting standards and experience of Systems development.

You will be a qualified Accountant with a minimum of three years post-qualifying experience, with proven ability to control and manage all financial aspects of a manufacturing group.

You must be resourceful, self-motivated and a good communicator, capable of strong persuasive reasoning.

Salary will be negotiable and will not be a limiting factor for the right candidate; and there are good benefits including relocation expenses, if required. The Factory is situated in Cheshire.

Applicants should send details of their age, qualifications, experience and current earnings, quoting Ref. No. 789 to:

**BMS Recruitment**  
Derek D. Steele, B.M.S. Recruitment, Sankey Bridges Business Centre, Liverpool Road, Great Sankey, Warrington, WA5 1RT. Telephone 0257 444776

**OUTSTANDING CAREER OPPORTUNITY NORTHERN ENGLAND**

**FINANCIAL CONTROLLER**

**SALARY CIRCA £35,000 PLUS BONUS PLUS CAR PLUS BENEFITS**

Our client, a subsidiary of a major international corporation operating in the FMCG sector, is seeking to appoint a Financial Controller, with a wide ranging remit in the organisation. This key role will provide the opportunity to play an active part in the development of the company's business plans.

Candidates, aged 28-38, will be qualified accountants with proven experience of "hands on" control in a significant accounting function. They will have highly developed technical and management skills, and experience of systems improvement would be an advantage. The ability to adapt to change with enthusiasm and determination in an informal, results orientated environment is also essential.

To apply, please send a full CV, including details of current remuneration, quoting reference DIA 1, to:

**AMH ASSOCIATES**  
AMH ASSOCIATES, REFERENCE DIA1, 108 NEW BOND STREET, LONDON W1.

**Group Financial Controller**  
with French language ability

**London c. £37,500 + Car**

Our client is a plc prominent in the field of market research. With group turnover currently at £25m, it is now poised for further growth both by internal development and acquisitions.

The position of Group Financial Controller is newly created and will fulfil an essential role which will include the preparation and in-depth review of financial and management information. You will also be responsible for taxation, as well as improving and maintaining systems and procedures at existing and acquired companies.

A qualified accountant, you will have had several years experience at a senior level in financial management preferably in the service sector. Your technical excellence will be allied to highly developed people skills and a tough but rounded personality. Fluency in French will be distinctly advantageous as will other European language abilities.

Interested applicants should write enclosing a comprehensive CV and daytime telephone number quoting Ref: 389 to Nigel Bates FCA, Whitehead Rice Limited, 43 Welbeck Street, London W1M 7PG. Tel. 01-637 8736.

**Whitehead Rice**

MANAGEMENT SELECTION



# International Auditor

South Hertfordshire to £30,000 + Car

Divessey (Europe) Limited is the European subsidiary of a major Canadian corporation with a turnover in excess of \$1 billion and is a worldwide supplier of cleaning systems and products. Reporting directly to the Director of Finance - Europe, based at its European Headquarters in Watford, you will be responsible for:

- \* development of the audit function
- \* special investigations (reporting systems, pricing, treasury management, acquisitions, etc)
- \* assisting with the preparation of financial and management reports, regional plans and budgets.

This high profile role will involve liaison with senior management and extensive travel - 50-75%, throughout Europe (eg France, Spain, Italy). In addition to good interpersonal skills, candidates should be qualified ACA, ACMA or ACCA, aged 25-35 and able to demonstrate a proven track record of audit experience. Language skills, particularly French, although not a prerequisite would be a considerable advantage.

Interested candidates should write, enclosing a full CV, to Helen Wallis at Michael Page Finance, Centurion House, 136-142 London Road, St. Albans, Herts AL1 1SA. Alternatively, contact her on 0727 65813.



**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

# Practice Director

Northampton £35,000 + Car

Shoosmiths and Harrison is a successful and progressive firm of solicitors with a reputation for quality. With 9 offices, 50 partners and over 200 staff, they are one of the leading firms in England. The partnership has recognised the need to strengthen the support function, to enable the professional practice to flourish.

The Practice Director will be of Partner status and whilst the role will be to co-ordinate all administration, the primary function will be that of financial control, encompassing the preparation of:

- \* 5 year business plan
  - \* budgets and forecasts in accordance with the plan
  - \* financial reports on a monthly and yearly basis
  - \* commentaries on performance against budgets.
- Further responsibilities will include input on the financial and taxation implications of every major

decision made by the partnership, overseeing the firm's computer systems and undertaking a full review of the branch reporting and accounting structure. Candidates, probably 35-45 years old, will be qualified accountants (preferably ACA) with sound commercial/business experience and a good understanding of computerised systems. Experience within a multi-site service related environment, whilst not essential, will be a distinct advantage.

More important will be your interpersonal and communication skills, which will need to incorporate tact, doggedness, maturity, confidence and resilience. Interested candidates should write, enclosing a full CV and daytime telephone number to Paul MacKillovie ACA at Michael Page Finance, Imperial Building, Victoria Street, Nottingham NG1 2EX.



**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

# FINANCIAL CONTROLLER

An outstanding career opportunity in the North West  
£ Excellent + Bonus + Car + Benefits



Redrow Group is a £100+ million turnover group of companies engaged in residential and commercial development, contracting and civil engineering. During their fifteen year history the group has achieved unprecedented turnover and profit growth. The Board of dynamic and highly motivated Directors feel this is only the beginning and demonstrate total commitment to ambitious plans for the future.

An opportunity has arisen for an outstanding individual to join this group as Financial Controller of a major subsidiary in the North West.

The business operates autonomously and the individual appointed will report to and work closely with the Managing Director. As a key member of the management team, responsibilities will include total control of all financial matters along with a significant contribution to the general operation of the business.

To be considered for this excellent opportunity, you will be

a qualified Accountant, probably in your late twenties or early thirties. You will possess an excellent track record of achievement both academically and throughout your career. Your strengths will include outstanding communication skills, drive, commitment, enthusiasm and an ability to make things happen. You will be energetic but demonstrate a mature business attitude and have full confidence in accepting the demands and challenges of this commercial role.

The package is negotiable for the right candidate and it must be emphasised that opportunities in the group are excellent.

Interested applicants should forward a full curriculum vitae including details of present salary and daytime telephone number to Alison Hill or Mary Byrne at Stark Brooks Associates, 2nd Floor, St. James's Buildings, Oxford Street, Manchester M1 6FC, or alternatively telephone on 061 236 1212. All applications will be treated in strictest confidence.

**STARK BROOKS ASSOCIATES**

Accountancy Recruitment Consultants

MANCHESTER ♦ LEEDS

# Finance Manager

Your future in consumer credit management  
Circa £45K + substantial benefits (Tax free) Kuwait

Our client, a leading consumer credit company which is also the major independent instalment credit finance company in Kuwait, has a simple philosophy - people are their greatest resource.

It is this philosophy that has made many of their managers stay on to enjoy the professional challenges and benefits unique to our client.

And though the Finance Manager they are now seeking will initially have a two year contract, the scope for long term employment and career progression is excellent and actively encouraged.

Reporting directly to the General Manager, you will assist in the preparation of annual budgets and ensure they are co-ordinated effectively. You will negotiate with lenders, agreeing terms, reviewing loan facilities and ensuring that every contract adheres to the agreed terms.

The role involves a high degree of people and data management and therefore you should possess excellent interpersonal and IT

skills to enable you to make a major contribution to the company's future.

Probably a graduate or with a recognised accountancy or business qualification, you should be highly analytical with substantial experience of cash forecasting, financial modelling and treasury functions. Your corporate funding experience will have helped you gain the insight needed to apply your accounting skills in a relevant and highly professional manner. This will mean at least seven years' in a similar role, some Middle Eastern exposure proving useful.

Our client actively encourages personal and career growth and provides attractive rewards to high achievers. Along with a negotiable salary, free of local income tax, they offer furnished accommodation in this pleasant and sophisticated country, car, medical insurance, 30 days' holiday and paid family flights.

If you wish to be part of our client's success please apply in writing, enclosing a full CV and current salary details to Ghassan Yazigi, MSL International (UK) Limited, 32 Aybrook Street, London W1M 3JL quoting ref. 1303/1.

**MSL International**

# PEGASUS GROUP PLC

## Group Chief Accountant

Northamptonshire

to £52,750 + fully expensed car and benefits

Pegasus Group plc is a successful and highly profitable USM quoted computer services Group, firmly established as the clear market leader in microcomputer accounting applications. Other activities encompass the supply of business forms and computer supplies and distribution of open systems software throughout the UK and Europe. Our plans are for continued expansion through acquisition, technical innovation and penetration of new markets.

Due to internal promotion a vacancy has arisen for an experienced, qualified finance professional, who will play a vital role in the financial management of our business. Reporting to the Group Financial Controller, the successful candidate will lead a small team having complete responsibility for the production of the management and statutory accounts of the Group's operating companies. Of equal importance is the generation of management information, Group consolidation and close liaison with auditors and tax advisers. Furthermore, there will be an opportunity to contribute to the successful integration and control of future acquisitions.

The successful candidate will be a qualified accountant with sound technical strengths, probably with a background in the Profession. You will have gained experience of computerised accounts and a working knowledge of taxation. Above all, you must possess the necessary inter-personal and organisational abilities to work to strict deadlines.

This is an exciting opportunity to contribute to and influence the financial control of this successful Group. The company provides a first class benefits package, including a fully expensed car together with an environment which recognises and rewards genuine talent.

Please write, in confidence, with full career and salary details to:

Andrew Savage,  
Personnel Manager,  
Pegasus Group plc,  
35-41 Montagu Street,  
Northampton,  
NN16 8XG



# Financial Controller

£24,000 + benefits

An exceptional opportunity to be in at the beginning and create your own system as Financial Controller of the trading arm of the London Borough of Bromley. Bromley Contractor Services are newly set-up to run Bromley's Direct Service Organisations. Our aim is to compete with the best in the private sector, expand our business and succeed.

You will advise the Managing Director, present forecasts and business plans and control the budget of nearly £5m. You will develop and manage all financial systems and take a full part in the management team of this exciting venture.

Further information/application forms are available from the Managing Director, Bromley Contractor Services, Central Depot, Baths Road, Bromley, Kent BR2 9BB. Closing date for applications: 29th December 1989.



# EMPLOY WITHOUT LEAVING YOUR DESK

Our unique assessment process provides International Companies the opportunity to recruit senior U.K. personnel direct.

ORB's specialist Consultants will undertake all assignments in the following areas:

- \* Banking and Financial Services
- \* Legal Profession
- \* Engineering
- \* Computer Personnel
- \* Communications
- \* Sales and Marketing

Telephone: London 655 3775

**OSBORNE RAMBERT & BRANDT**  
350 Lower Addiscombe Road  
Croydon CR9 7AX  
Invest in our experience

# COOPER ENERGY SERVICES - U.K.

Cooper Energy Services - U.K. is an established and highly successful subsidiary of a diverse major U.S. Corporation. From our Merseyside operation we enjoy a leading role in the design, manufacture and support of complex capital equipment for the oil, gas, petrochemical and power generation markets throughout the World.

Our success demands quality people to support our quality product and continued demand creates special opportunities for dedicated, hardworking professionals who enjoy total involvement coupled with challenge and opportunity.

Two outstanding opportunities are available in the U.K. Finance Area.

Only dynamic, hardworking qualified professionals seeking not only a few but a continuing challenge need apply. These high visibility positions report directly to the U.K. based Financial Controller and communicate regularly with Divisional and Corporate Finance Areas in the U.S.A. Salary common with experience.

## MANAGER GENERAL ACCOUNTING

Responsibilities include management of foreign exchange exposure, maintenance and control of general ledger, unit revenue recognition, sales analysis, accounts payable and payroll. MSA ledger and Lotus 1-2-3 experience a plus. Specialised accounting areas include P O C accounting as it relates to a job cost system in a highly engineered, complex product.

## MANAGER COST ACCOUNTING

Responsible for management and control of the standard cost system and other cost related functions. A new fully integrated computer system has been installed and is operational and this coupled with a surge in business volume provides for an exciting and exiting environment. This key position is required to interface daily with Manufacturing Management in the assembly and test areas of the plant. Experience with Lotus 1-2-3 a plus.

If you are seeking upward career mobility in a dynamic, fast paced manufacturing environment, look no further. Call today for an application form or send a comprehensive C.V. to:-

Ruth Reitz  
**COOPER ENERGY SERVICES - U.K.**  
Dunmings Bridge Road  
Booth  
MERSEYSIDE L30 4UZ

Telex: 051 521 6555

# Financial Directors

To secure the best appointments at senior level needs more than good advice, accurate career objectives and business presentation. InterExec SMI not only provides career advice to successful executives but also retains the unique facility of our subsidiary company InterExec to bridge the critical gap between counselling and the right job.

InterExec maintains a unique data base of some 6,000 unadvertised vacancies per annum, providing the only confidential Placement Service. If you are considering a move or need a new challenge then telephone (01-930 5041) for an exploratory meeting without obligation.

InterExec SMI Plc  
Lonsdale House, 19 Charing Cross Road,  
LONDON WC2H 0ES.  
\*Office open 27th to 29th December  
The service offered by InterExec is free and can be used independently of the Counselling Service.

**Senior Financial Managers**

# SOMETIMES, BEING NO. 1 JUST ISN'T ENOUGH

ACCOUNTANTS - SALARY NEGOTIABLE PLUS SUBSTANTIAL BENEFITS

At the Halifax we pride ourselves on our progressive approach to business, not least because it has brought us proven success as the World's No. 1 Building Society.

Now we've expanded into new and exciting areas of financial services, offering an ever increasing range of products, services and advice to our 14 million customers, and further major growth is planned. These changes have resulted in the need for more and better financial information. To assist us, we are now looking to recruit the following:-

## FINANCIAL PLANNING ACCOUNTANT

An ambitious accountant to strengthen our Financial Planning Department, you'll have extensive experience of specifying, developing and operating complex multi-relational micro-based financial models to aid management decision making. You'll be a qualified accountant, and consultancy or financial institution experience would be an asset. This is a high profile appointment and confidence in your ability to influence the way we do business is essential.

## COMMERCIAL LENDING ACCOUNTANTS

The position will include financial appraisal of borrowing companies, assessment of risk, and financial evaluation of the Society's own housing related projects. You'll also be involved in the development of new commercial projects along with providing a full financial service to housing subsidiaries.

You will be a qualified accountant and have gained experience within a housing, property or construction company, lending institution or professional firm.

Within this fast-changing environment, you'll find that achievement is recognised and rewarded. You'll enjoy a competitive salary dependent on experience, a profit related bonus scheme and impressive financial benefits including a concessionary mortgage, contributory pension, free life assurance and free BUPA membership. A car will also be provided.

To find out more please apply in writing, with a full CV, including salary details, to Divisional Manager, Group Central Services (Ref. C.C.), Halifax Building Society, Trinity Road, Halifax, West Yorkshire HX1 2RG. Halifax is fully committed to equal opportunities for all.



# COHSE THE HEALTH CARE UNION

FINANCE OFFICER

Salary circa £30,000 per annum

Banstead, Surrey plus car

COHSE the Health Care Union has a vacancy for a Finance Officer to undertake the efficient and effective management of its Finance Directorate comprising nineteen employees and to contribute to the strategic decisions of the Union.

Based at the Head Office in Banstead, Surrey, you would be one of the Union's three Chief Officers, responsible in particular for all aspects of the Confederation's finances, giving sound financial advice and providing critical analysis and monitoring of income and expenditure.

If you hold a relevant professional qualification, with managerial experience, can demonstrate a proven track record and would enjoy this very demanding role, please contact Val Gibbons, Personnel Assistant on 0737 353322 ext 265, who will be pleased to send you a job description and application form.

Closing date for completed applications will be 10 January 1990

Interviews are expected to take place on 31 January 1990.

COHSE is an Equal Opportunities Employer.



# Financial Controller

West of London

c.£30,000 + Car

Our client is a rapidly growing group of companies with a strong international reputation. Their worldwide activities comprise sophisticated environmental engineering processes, manufacturing operations and joint ventures. Annual turnover is projected to increase by 100% this year, reflecting their continued growth and development.

An opportunity has now arisen for a qualified accountant to join their senior management team. The successful candidate will have full financial responsibility including providing accounting support for acquisitions and mergers. Strategically there will be opportunities to participate in the

systems integration and production of development plans. The ideal candidate will be aged 28-35, qualified (preferably ACA), but more importantly have experience in fulfilling corporate responsibilities in a growth orientated, international environment. A self starter with good interpersonal skills and a "hands on" approach is essential. Exposure to USA accounting practices is an advantage.

If you have the experience and drive to succeed in this challenging environment please apply to Tina Shortman at Michael Page Finance, Windsor Bridge House, 1 Brocas St., Eton, Berkshire SL4 6BW.



**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## APPOINTMENTS ADVERTISING

Appears every  
Wednesday  
and  
Thursday

For further  
information  
call

01-873 3000

Nicholas  
Baker  
ext 3351

Elizabeth  
Arthur  
ext 3694

# GENERAL MANAGER - BUSINESS DEVELOPMENT

**Kuala Lumpur, Malaysia**  
**MR120,000 + benefits + car**

AN ESTABLISHED INTERNATIONAL company, with a long tradition of business success in the South-east Asian region, has a vacancy for a General Manager - Business Development.

The person appointed will be responsible for the planning of business expansions and the identification, analyses and formulation of short and long-term strategies for a corporation in which constant reviews of finance, joint-venture projects and acquisitions will be required to ensure optimum resources utilisation. It is further anticipated that the appointee will conduct investment and diversification studies with external information sources on economic and social trends.

We seek a top-level executive for this position. The remuneration indicated above is not necessarily the maximum but should be viewed as an indicator of the level of seniority required.

The executive appointed should have a minimum of 10 years' experience in corporate planning in a large international group and/or in a merchant/ investment banking environment. He should have tertiary qualifications in a commercial discipline e.g. MBA, B Comm, B Econ or be a qualified accountant.

The position requires a self-motivated and dynamic person with good planning and communication skills and the ability to interface maturely with top management and external contacts. Expatriates are also welcome to apply for the position.

Please fax or mail your career details to Aman Karim, Ref: 9208, PA Consulting Group, 5th Floor, Bangunan Getah Asli, Jalan Ampang, 50450 Kuala Lumpur, Malaysia. Fax: (03) 2618231.



*Creating Business Advantage*

Executive Recruitment - Human Resources Consultancy - Advertising and Communications

## Finance Director Major UK Service Company

c.£45,000 + bonus

South East

An outstanding Finance Director with systems bias to work in rapidly changing, challenging environment playing a key role in future growth of leading Service business.

### THE COMPANY

- ◆ Highly profitable subsidiary of blue chip FT-SE100 manufacturing and services multinational.
- ◆ U.K. market leader in fast expanding sector. Business planned to grow to £100m by 1992.
- ◆ Dynamic, sales-led business with extensive regional operation serving large commercial customer base.

### THE POSITION

- ◆ Fully responsible for all financial and management accounting, forecasting and planning. Lead experienced team. Report to M.D.
- ◆ Evaluate and integrate acquisitions. Refine financial systems to prepare for rapid growth.
- ◆ Analyse and contribute to strategic issues.

### QUALIFICATIONS

- ◆ Accountant with outstanding intellect and academic qualifications. Aged 32-45.
- ◆ Senior manager from £50m+ business. Multi-site experience, preferably from a large sophisticated group.
- ◆ Previous business integration and acquisition experience needed. Strong personal presence, strategic and commercially minded.

### THE REWARDS

- ◆ Excellent base salary, bonus, non-contributory pension, relocation expenses, and executive benefits.
- ◆ Top finance job in very exciting business. Real career development opportunities within major plc.

Please reply in writing, enclosing full cv, Reference BH4974

NBS, Bennetts Court, 6 Bennetts Hill, Birmingham B2 5ST.



BIRMINGHAM - 021-233 4656  
LONDON - 01-493 2883 - SLOUGH - 0753 094914  
GLASGOW - 041-204 4334 - BONG BONG - (083) 5 27133

## THE BANK FOR INTERNATIONAL SETTLEMENTS

an international institution  
in Basle, Switzerland,  
invites applications from

### BUDGET ANALYSTS

to fill a position in its General Secretariat.

The position will involve work regarding the elaboration of budget procedures, the preparation of the annual budget and the ongoing control of expenditure. Candidates should be approximately 30 years of age, have good academic records and several years' working experience in the area concerned. They must be able to draft clearly in English. A working knowledge of French and/or German would be desirable.

Good salary, first-class pension and welfare schemes plus other ancillary benefits.

Please write, enclosing curriculum vitae, copies of testimonials and recent photograph, to the

Personnel Manager,  
Bank for International Settlements,  
4002 Basle, Switzerland.

# Group Financial Director Construction Industry

Derbyshire

£50,000 + Profit Share  
Share Options + F/E Jaguar

Our client, a rapidly expanding private group of companies in the construction and property development industry, is looking to recruit a capable accountant with experience of project financing to the position of Group Financial Director and Company Secretary.

Working closely with the Group Managing Director, the position will take responsibility for the development and implementation of policy for the Group's financing, accounting, computing and secretarial activities to provide a cost effective service to the operational units of the Group. Specifically this will include profitability planning, project financing and cashflow forecasting. The Group, which is involved with planning, design and building construction activities and the property development market, has a forecast turnover for the current year in excess of £15m with a healthy level of profits.

The position attracts a progressive remuneration package to include a share option scheme, profit sharing, a fully expensed executive car and, where appropriate, assistance with relocation.

Applicants for the position should be qualified Chartered or Certified accountants, aged 35-45 with a minimum of three years' related experience gained within a trading, construction or building environment. Additionally candidates should have first hand experience of modern computing techniques.

Please write in complete confidence, enclosing a curriculum vitae with salary details quoting reference 8672 to:

Peter Childs, Director  
Pannell Kerr Forster Associates  
New Garden House  
78 Hatton Garden  
London EC1N 8JA

**Pannell Kerr  
Forster  
Associates**  
MANAGEMENT CONSULTANTS

"OHRA is a leading manufacturer of cantilever racking, especially for long lengths, and other racking systems. In view of the importance of the British timber and metal industries and other promising markets for the line of our products, we have incorporated OHRA U.K. on the 5th of September, 1989.

We are looking for a

## SALES MANAGER

for this British company who will successfully represent our products and secure the share of the market potential which justifies the high standard and quality of our products.

If it would be a challenge for you to work for a successful producer of racking systems, your direct application is much appreciated.

A knowledge of German could be helpful, but is not essential. Please, send your written application to:

OHRA Regalanlagen GmbH  
P.O. Box 4147 D - 5014 Kerpen 4  
Tel: Germany 02237/941 65  
Fax: 02237/64 153

## COMMERCIAL FINANCE BROKER

Due to continued expansion, a further experienced individual is required, to join this fast growing company.

A salary of not less than £30,000 p.a. plus normal benefits, such as quality can be paid. In addition a Bonus Structure is in operation.

Please write with CV to: Managing Director

ANGLIA FINANCIAL PLANNING LTD  
14 ARCADE STREET,  
IPSWICH, SUFFOLK IP1 1LJ  
TELEPHONE: 0473 232567

## Outstanding Career Opportunity - Hertfordshire

### FINANCIAL DIRECTOR DESIGNATE

Excellent Salary Prospects • Prestige Car • Benefits

Galley Matrix is acknowledged as the South's leading distributor to the fitted kitchen industry. The Company (independently owned) has shown an impressive growth and profit record (current turnover circa £10m) and we now wish to strengthen our top management team with the appointment of an experienced Financial Director Designate.

This appointment is a first class opportunity for those prepared to demonstrate their absolute commitment to quality, service and success. In addition to taking control of the financial management of the Company, a high degree of input to our development strategy team is expected to help ensure the continued growth and prosperity of the Company.

Full C.V. required marked "Private & Confidential" to the Managing Director.



**GalleyMatrix**

Galley Matrix Ltd,  
1 Brick Knoll Park,  
Ashley Road,  
St. Albans, Herts AL1 5UG

## FINANCIAL CONTROLLER (DIRECTOR DESIGNATE)

North London **£32,000 + car + benefits + share options**

We are an autonomous subsidiary of one of the UK's leading publicly quoted security companies whose turnover is £100M. Based in North London, with several branches throughout the UK, we are seeking a highly motivated chartered accountant to play a key role in the reorganisation which is now taking place.

As a senior member of a dynamic team you will report to the Managing Director and assume direct control of all accounting staff. You will be expected to develop a computer based management control system to achieve a high level of financial and management control in the company.

As well as the usual financial capabilities, the successful applicant must be able to engender enthusiasm and drive amongst his staff and colleagues, and demonstrate a good track record of practical management and successful implementation.

Interested candidates should write, enclosing a recent c.v. and current remuneration package to Box A1419, Financial Times, One Southwark Bridge, London SE1 9HL.

Handwritten signature or mark